

‘NO CLOSED DOORS’ PROJECT – RESULTS LOGIC

Results	Newly arrived migrants and refugees fulfil their career aspirations					
	Increased number of newly arrived migrants and refugees in jobs or training					
Objectives >	Clients have literacy & numeracy skills for the workforce >	Clients have local work experience >	Skills & qualifications recognised >	Strong & responsive employment & services sector >	Employers are engaged & supportive	
Strategies >	Clients engaged in TAFE, AMEP & LLNP programs Clients participate in conversation clubs	Clients volunteer in local organisations & work experience Clients in mentoring programs Course in workplace culture	Prior skills & qualifications assessed Referrals to industry bodies Bridging courses HECS type loans for bridging courses	Mutual agreements between agencies Referral mechanisms in place Information & training across sectors Shared data instrument/s	Cultural awareness training for employers Promote principles of productive diversity Ongoing support for job placements	
Process >	Comprehensive assessment >	Targeted support plan >	Job readiness to develop ‘soft skills’ >	Appropriate job placement >	Aspirations & career development >	Tracking & evaluation < >
Preconditions >	COLLECTIVE IMPACT - focussing on the holistic needs of migrant & refugee job-seekers, and is based on:					
	Common agenda Shared vision & understanding in problem solving through agreed actions	Shared measurement Collective data capture to monitor efforts & maintain accountability	Mutual reinforcement Services do not duplicate but are coordinated through mutual plan of action	Continuous communication Consistent & open communication to build trust & reinforce objectives & motivation	Backbone support Separate entity with skills to coordinate the initiative	
Needs >	Lack of language, numeracy & literacy	Lack of local work experience & understanding of workplace culture	Skills & overseas qualifications not recognised Industry requirements complex Bridging courses can be costly	Complex social & settlement issues * Lack of coordination & engagement across the services	Employers reticent to take on migrants & refugees Employers have little support in understanding & managing workforce diversity	
	* Social & settlement issues: access to services, mental & general health, lack of childcare, visa status, housing, financial stress, isolation, travel etc.					