



THE TRANSITION OF THE AUSTRALIAN CAR MANUFACTURING SECTOR

Outcomes and Best Practice | May 2020

PREPARED FOR:



Australian Government
**Department of Education,
Skills and Employment**

PREPARED BY:



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COVER IMAGE SOURCES TOP LEFT TO BOTTOM RIGHT: (1) IMAGE SUPPLIED BY TOYOTA MOTOR CORPORATION (2) IMAGE SUPPLIED BY GM HOLDEN (3) ISTOCK (4) ISTOCK (5) IMAGE SUPPLIED BY GM HOLDEN

INFOGRAPHIC SNAPSHOT

83% are in the jobs market, and of these...¹

85% are working

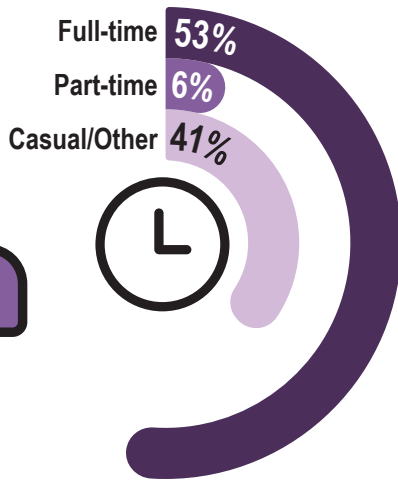


¹ 83% of the total sample is in the jobs market, this includes those working plus those looking for work

81% are employed 4% started own business

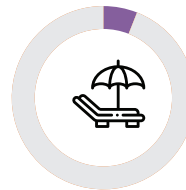
15% are looking for work

Work status



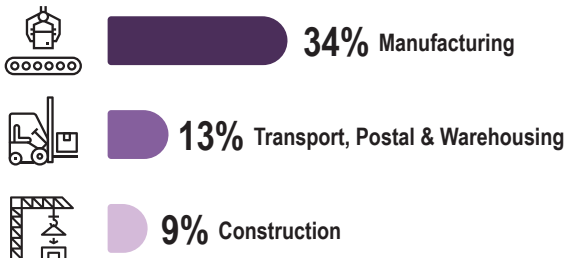
What else are they doing?²

² 17% of the total sample is not in the jobs market



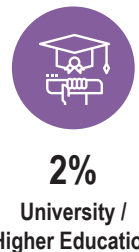
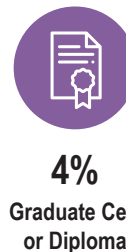
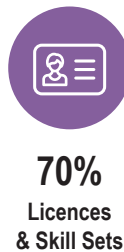
Where did they find jobs?³

³ Top 3 industries



What training did they do?⁴

⁴ This is a measure of all formal training undertaken by workers at some point during transition



Satisfaction with pay

85% said they were satisfied with their current salary

Well being

84% felt positive about their physical & mental health



1

INTRODUCTION

The closure of the Ford, Holden and Toyota car manufacturing plants (referred to as 'the original equipment manufacturers' or 'OEMs'), and the flow on to the supply chain companies, in Australia in 2016 and 2017 was one of the most significant structural adjustments seen in Australia's manufacturing sector.

In response to the closures there was a coordinated response by governments, the OEMs, and the supply chain companies, to manage the transition and support workers into other jobs, further study or other pursuits. Governments and the OEMs committed to implement best practice in terms of a successful industry transition and support for workers.

This report examines the outcomes for retrenched workers and best practice lessons from the support provided to assist workers.

Chapter 1: provides an overview of the transition of car manufacturing in Australia and summarises the response to the plant closures and the methodology used in assessing outcomes.

Chapter 2: provides a summary of services offered to retrenched workers.

Chapter 3: outlines the outcomes for retrenched workers at the OEMS.

Chapter 4: outlines the outcomes for retrenched workers in the automotive supply chain.

Chapter 5: highlights the best practice findings of the support provided to automotive workers.

A summary of survey data for the car companies and the automotive supply chain is provided in Appendices A and B respectively.

The transition of car manufacturing in Australia

In early 2013 and early 2014, the three original equipment manufacturers' (or 'OEMs') announced their intention to cease car production in Australia by the end of 2017. Following the announcements, the Australian Government estimated that the closure of the OEMs' plants and closure or downsizing of the automotive supply chain could result in 27,500 direct job losses nationally, with job losses staggered over several years.¹

It was estimated that 6,600 would be those directly employed by the OEMs, with the remaining 20,900 employed within some 215 suppliers in the automotive supply chain, 140 in Victoria and 75 in South Australia, with a smaller number of businesses across the rest of Australia. Estimates of actual job losses are closer to 14,000; just over

half the original 2014 estimate. The better than expected result was due largely to fewer job losses from supply chain companies. As of May 2019, less than a quarter of the original companies had closed. Many of the remaining firms diversified and a number of firms downsized their workforce. This is largely attributed to the extensive lead time allowing for supply chain diversification.

In addition, the OEMs retained functions in Australia such as research and development, design, sales and marketing, and corporate functions that resulted in more jobs being retained in Australia than first estimated. Workers in the OEMs had the opportunity to retrain and transfer into new functions within the company.

¹Australian Government (2014), *Growing Opportunities: South Australian and Victorian Comparative Advantages: Report of the Panels for the Reviews of the South Australian and Victorian Economies*.



IMAGE SOURCE: IMAGE SUPPLIED BY FORD MOTOR COMPANY

Ford Australia

The Ford Motor Company gradually scaled back production from 3,250 employees in 2012, allowing for the early departure of workers to take up other employment opportunities as they arose.

- ▲ Production at its Broadmeadows assembly plant and Geelong engine plant ceased on 7 October 2016, with the loss of around 800 jobs including 624 production workers at the time of closure.
- ▲ Around 160 workers were retained for prototype design and decommissioning, with approximately 110 finishing work in mid-2017.

Ford Australia continues to employ around 2,000 employees across its Victorian operations, retaining its research, design and engineering facilities in both Geelong and Broadmeadows as well as its You Yangs car-testing proving ground at Lara.



IMAGE SOURCE: IMAGE SUPPLIED BY TOYOTA MOTOR CORPORATION AUSTRALIA

Toyota Motor Corporation Australia

Toyota maintained full production levels and workforce until the closure of its Altona Plant on 3 October 2017. Around 2,700 jobs were lost, reducing Toyota's total workforce in Australia from around 4,038 staff to 1,300 staff. As part of the closure, Toyota re-located all corporate functions from Sydney to Melbourne and developed plans for a Centre of Excellence at Altona with a design and engineering capability for international models.



IMAGE SOURCE: IMAGE SUPPLIED BY GM HOLDEN

GM Holden

At GM Holden there was a gradual phase down of operations since 2014, with final production ending in October 2017.

- ▲ The phased approach to transitioning employees began scaling back supporting engineering and manufacturing roles, with around 1,168 jobs lost between 2014 and 2017
- ▲ Production of the Holden Cruze ceased in October 2016 with the loss of an additional 280 jobs
- ▲ Work at the Holden Operations Plant at Port Melbourne finished in December 2016 with the loss of a further 177 jobs
- ▲ The Elizabeth assembly plant closed on 20 October 2017 with a further loss of 805 jobs

GM Holden continued to employ around 350 designers and engineers and 700 corporate staff. On 17 February 2020, General Motors announced its decision to retire the Holden brand from sales in Australia and local design and engineering operations by 2021.

Supply chain and total job losses

There were three levels of suppliers: Tier 1 suppliers who provided parts directly to the OEMs, Tier 2 suppliers who supplied parts indirectly for car manufacturing, often through Tier 1 suppliers, and Tier 3 suppliers who provide raw materials and some components to other suppliers. In terms of the eligibility for support under State Government programs, the automotive supply chain included all automotive component manufacturers as well as service companies directly supporting the manufacture of cars.

The job losses at the point of closure and timeline of closures is summarised in **Table 1.1** on the next page.

Table 1.1 Summary of automotive manufacturing facility closures

Automotive manufacturing facility	Job losses at time of closure	Date of closure
Ford Production Plant, Broadmeadows	450	7 October 2016
Ford Engine, Stamping and Casting Plant, Geelong	170	7 October 2016
Ford Broadmeadows and Geelong Plants	110	July 2017
GM Port Melbourne and Elizabeth engineering and manufacturing (phased)	1,168	December 2014 - October 2017
GM Holden Cruze Production, Elizabeth	280	7 October 2016
GM Holden Engine Plant, Port Melbourne	177	29 November 2016
Toyota Production Plant, Altona	2,700	3 October 2017
GM Holden Production Plant, Elizabeth	805	20 October 2017

SOURCE: INFORMATION PROVIDED BY FORD AUSTRALIA, GM HOLDEN AND TOYOTA MOTOR CORPORATION AUSTRALIA

Purpose of this study

The former Australian Government Department of Employment* commissioned this review by ACIL Allen Consulting (ACIL Allen) and Wallis Strategic Market and Social Research (Wallis) to examine the support provided to automotive workers retrenched in response to the closure of the manufacturing plants in Australia. This includes assistance provided to automotive supply chain workers. This study provides a comprehensive overview of services delivered and the employment and other outcomes for workers. The study is representative of the automotive manufacturing sector as a whole and was prepared in close collaboration with the car manufacturing companies, the Victorian and South Australian Governments, and the Australian Government based on the sharing of survey data and information on outcomes and services.

The first stage of the review was completed in October 2016, prior to the closure of the OEM car plants. This stage captured the services provided and the perceptions and attitudes of retrenched workers to the support and services available. The findings from the first stage of the review helped inform the design and delivery of transition services and programs delivered to the workers by all stakeholders.

This was followed by a more detailed assessment of the effectiveness of support and outcomes for retrenched workers, including the transition of former workers to new employment, retirement or further study. The aim was to gain a better understanding of the experiences, employment and other outcomes of retrenched workers over the short to medium term, the extent to which the support provided has been effective in helping them to transition, and if so, how. This stage also aimed to highlight best practice findings that could apply to future industry structural adjustments or assist employers needing to retrench staff due to restructure.

*Department of Employment was succeeded by the Department of Education, Skills, and Employment (DESE)

Survey design and participation

The National Governance Committee (NGC) agreed to the collection of data across the OEMs and supply chain on the outcomes for workers at the 3, 6 and 12 months stage post retrenchment. The regular collection of data was important in monitoring outcomes and to inform the design and refinement of services offered.



Outcomes of the Ford Transition Program were evaluated in a separate study involving 3 and 6 month surveys of workers after retrenchment. Ford workers were also interviewed at the 12 month post-closure point as part of this study. Toyota and Holden designed similar survey instruments and contacted workers at 3, 6 and 12 months post-closure. Survey results are provided in Appendix A.

Interviews were held with workers, companies and key stakeholders, and telephone surveys were conducted directly with retrenched workers in Victoria and South Australia who accessed support under the following programs:

- ▲ **South Australian Government's Automotive Workers in Transition Program (AWITP).** A total of 1,440 registered AWITP respondents were contacted to complete this survey, with a total of 325 workers completing the final 12 month survey.
- ▲ **Victorian Government transition support programs.** A total of 3,522 workers had registered and 2,474 were contacted to participate in a survey under the Skills and Jobs Centres Tracking Initiative. The initiative tracked the outcomes of workers over time as well as identifying those individuals who required further assistance.
- ▲ **Australian Government's Automotive Industry Structural Adjustment Program (AISAP).** The sample comprised automotive supply chain workers from South Australia and Victoria as well as a small number of workers from the OEMs. Overall, 1,624 AISAP registered workers were invited to participate in the survey with a total of 495 workers completing the 12 month survey.

Survey results are provided at **Appendix B**.

While not all workers were contactable, and some workers chose to participate only in the initial survey, the average response across all the surveys for the OEM workers was a very positive 74%. There was generally a willingness for workers to participate and an appreciation for the efforts of the OEMs and Governments in maintaining contact and following up on the transition outcomes of the workers.

Data in this report are drawn from a variety of sources. ACIL Allen and Wallis conducted primary survey and qualitative research with some participants. Other research findings have been provided from car companies and Government databases. For these sources, ACIL Allen and Wallis were provided with survey parameters rather than the underlying unit-record data. In cases where data sources have been merged this has been undertaken based on weighting the respective data sources equally, regardless of the underlying number of cases.



IMAGE SOURCE: ISTOCK

Mitsubishi and other manufacturing plant closures

The Australian automotive manufacturing sector has been transitioning for over 30 years with employment levels peaking in 2006 prior to the closure of Mitsubishi in 2008 and exit of a number of large automotive suppliers such as Bridgestone in the years following.

The Australian and State Governments in Victoria and South Australia, along with companies, put in place a range of structural adjustment initiatives to respond to the closure of the Mitsubishi car plant in 2008 and Bridgestone tyre plant in 2010 and subsequent redundancies.

Governments, car companies and unions incorporated the learnings from these earlier structural adjustment responses into the design of the assistance offered for OEM and supply chain workers.

The level of support and design of previous programs comprised:

-  Training support: including funding of skills acquisition ranging from full qualifications to upskilling, licencing and tool allowances
-  Recognition of Prior Learning and recognition of current competencies
-  Job search and skills, including résumé writing, assistance with job search, career advice, interview and presentation skills
-  Wage subsidies during the transition phase
-  Relocation assistance both intrastate and interstate
-  Self-employment assistance and advice on establishing a small business
-  Social services such as financial and other counselling

The most successful retraining programs offered previously were those that had resulted from a strong partnership between government, industry, unions and training providers, and were flexible in their design. They generally offered a broad range of support and services to address the diverse training and other needs of retrenched workers. Innovation and flexibility in programs were important in responding to specific needs.

The closure of the Mitsubishi plant at Tonsley in South Australia in 2008 was the last large-scale car manufacturer to close prior to the closure of Ford, Holden and Toyota. In comparing the outcomes from that closure, it is important to note some fundamental differences. Firstly, the Mitsubishi closure represented the closure of just a single car and engine plant. In addition, Mitsubishi workers were given around two months final notice which allowed for only limited support prior to the closure of the plant. This contrasts with the more than three years notice given by Ford, Holden and Toyota upon announcing their respective closures and the extensive transition support provided by all stakeholders. At the time of the Mitsubishi closure there was strong employment growth nationally, including in the resources sector, underpinning employment opportunities in that sector.

A study by Beer et al. (2016) from Flinders University² found that 12 months after the closure of Mitsubishi 34% of 300 respondents surveyed had secured full-time work, over 20% of respondents were in casual or part-time employment, and over 30% of respondents were no longer participating in the workforce.

The Mitsubishi structural adjustment program had a strong focus on training and upskilling of workers, particularly to secure full qualifications. The lessons from that program were the need to broaden that focus and incorporate skill sets and foundation skills, as well as to increase health and wellbeing support. It also became apparent that many Mitsubishi workers had a very strong preference to secure local jobs within the region, and there was little mobility of workers to employment in the north of Adelaide, let alone interstate. This in part reflected the age profile of many of the workers who had lived and worked in the southern suburbs of Adelaide for many years.

²Beer, A., Baum, F, Thomas, H, Lowry, D., et al (2016), *An evaluation of the impact of retrenchment at Mitsubishi focussing on affected workers, their families and communities: Implications for human services policies and practices. HSRIP Report: Adelaide: Flinders University.*

Ford Transition Program

Due to Ford announcing their closure in May 2013, earlier than Holden and Toyota, a dedicated Steering Committee was established to oversee the Ford Transition Program. This committee included representatives from Ford, Auto Skills Australia (ASA), the Australian Manufacturing Workers Union, Victorian State Government, the former Australian Government Department of Education and Training and Department of Employment and the Victorian Automobile Chamber of Commerce. The committee provided direction on outplacement provider activities, supply chain engagement, skills and training provided to workers and reporting requirements.

An evaluation of the Ford Transition Program was undertaken by ACIL Allen and Wallis and was funded by Auto Skills Australia under a Funding Agreement with the Department of Education and Training. A copy of the report can be found here:

<https://www.acilallen.com.au/projects/program-evaluation/ford-transition-program-evaluation>.

National Governance Committee

A National Governance Committee (NGC) was established involving Toyota, Holden, the Victorian and South Australian Governments and the Australian Government departments of Industry, Employment and Education and Training. It was chaired by the former Australian Government Department of Employment and the Department of Education and Training. The NGC was central to the successful outcomes for Holden and Toyota workers and supply chain firms due to the close collaboration between members with the common objective of supporting the impacted workers and community.

From April 2014, the Australian Government worked with the NGC members to agree to a strategy that supported firms and workers to plan and develop new capabilities for the future. The overall strategy supported five key aspects of support:

The close collaboration between industry and government helped identify service gaps, develop complementary programs and increase the flexibility of available services for the workers.

The NGC met every three months from September 2014, from the agreement of the strategy, until 12 months after the last round of retrenchments. The NGC monitored service delivery progress which informed continuous improvement of services throughout the transition period. The Committee also established a Data Reference sub-committee to discuss and align reporting requirements. A key objective was to monitor outcomes and identify best practice in worker transition support for industries facing transition in the future.

The National Automotive Facilitator, put in place in early 2014, worked directly with the workers, all three car manufacturers and governments to ensure impacted workers were aware of and connected with available support services. The National Facilitator reported to the NGC on the progress of the services delivered via collaboration agreements with Holden and Toyota and relevant on-the-ground feedback.

State Government committees

Governance committees were established by the state Governments in Victoria and South Australia. The South Australian Government established an Automotive Transition Task Force to coordinate transition support and the Victorian Government established a Victorian Automotive Transition Taskforce (VATT) to assist in coordinating activities.

Five key aspects of support:



early notification of restructure/closure announcement



information sessions on available support including financial education and health and wellbeing



tailored career advice via dedicated case managers



skills and training assistance and job search support



continuation of job search support for workers post retrenchment.



CASE STUDY 1.1

The Victorian Automotive Transition Taskforce

The Victorian Automotive Transition Taskforce (VATT) was chaired by the Victorian Minister for Industry and included the Victorian Minister for Employment and the Minister for Training and Skills along with representatives from Ford, Holden, Toyota, unions and industry groups. Four local Taskforces (in Melbourne's southeast, west, north and Geelong, chaired by local Members of Parliament), were also established to ensure a coordinated approach to initiatives responding to the closure of automotive manufacturing in local areas.





The Victorian Taskforces met monthly and provided local expertise and a coordinated approach to implementing elements of the plan. In all, 52 organisations were represented on the taskforces, including 20 local government areas, as well as industry associations, unions, education institutions, car manufacturers, and supply chain companies.

Overall strategy and services offered

The Australian, Victorian and South Australian Governments together with the OEMs offered around \$380 million in support for workers with the OEMs and the automotive supply chain, as well as government programs to assist supply chain companies to diversify. Many of these programs were put in place up to three years prior to the actual closure of the plants.

An outline of the summary of services offered by the Australian, Victorian and South Australian Governments is summarised in **Table 1.2** with more details of services offered provided in **Chapter 2**. Please note that reported figures provided in **Table 1.2** are headline figures and often include contributions from States and/or the car companies.

Table 1.2 Summary of services offered

 Jurisdiction	 Programme Partners	 Programme / Initiative	 Focus / Eligibility
Australian Government Ford Transition Program	Department of Education and Training (DET) <i>Delivered by Auto Skills Australia for Ford</i>	Ford Transition Program \$5.25 million to support the transition of workers from their current jobs into other meaningful employment through skills recognition and training	Ford workers
Australian Government \$155 million Growth Fund	Department of Education and Training <i>Delivered by Holden and Toyota</i>	Skills and Training Initiative \$30 million to assist automotive employees to have their skills recognised and provide training, while they are still employed	Holden and Toyota workers. Some support for Tier 1 Supply Chain
		Toyota DRIVE Program Toyota made a \$15 million contribution to help establish the Growth Fund including \$3 million to support Tier 1, and created dedicated transition centres (DRIVE centres) in Victoria and Sydney. The Australian Government also contributed \$15.7 million to reimburse Toyota's FBT liabilities.	Toyota workers and Tier 1 suppliers
		Holden Skills and Training Initiative Holden contributed \$15 million as part of the Growth Fund and established dedicated Holden Transition Centres in South Australia and Victoria. The Australian Government also contributed \$15.7 million to reimburse Holden's FBT liabilities.	Holden workers
	Department of Employment	Automotive Industry Structural Adjustment Program (AISAP) \$15 million funding increase and extension to 30 June 2019	All retrenched automotive workers
	Department of Industry, Innovation and Science	Automotive Diversification Programme \$20 million to assist automotive supply chain firms capable of diversifying to enter new markets	Automotive supply chain firms
Department of Industry, Innovation and Science	Next Generation Manufacturing Investment Programme \$90 million to accelerate private sector investment in high value non-automotive AISAP	High value non-automotive manufacturing industries	

Jurisdiction	Programme Partners	Programme / Initiative	Focus / Eligibility
Victorian Government	Victorian Department of Education	Automotive Supply Chain Training Initiative \$30 million, including: <ul style="list-style-type: none"> • Skills and Job Centres • Career and Transition Advice Service • Back to Work Scheme • SE Melbourne Automotive Transition (SEAT) skills program, \$8.4 million • Victorian Training Guarantee, training subsidies 	Automotive supply chain workers
	Victorian Department of Economic Development, Jobs, Transport and Resources	Automotive Supply Chain Transition Program, \$5 million	Automotive supply chain firms
		Local Industry Fund for Transition (LIFT) program, \$33 million	Support for affected communities
South Australian Government	SA Department of State Development	Automotive Workers in Transition Program \$7.8 million, including: <ul style="list-style-type: none"> • Workers in Transition Program including MAS National, AutoJobs Connect • Northern Futures Career and Workforce Development Centres • Northern Economic Development Plan • Beyond Auto (Dept. of Human Services) • Subsidised training courses 	Automotive supply chain workers (and spouses/ partners)
		Automotive Supplier Diversification Program	Automotive supply chain firms
Commonwealth Government Innovation and Investment Funds	Australian Government Department of Industry, Innovation and Science with Victorian Government and Ford contributions	Melbourne's North Innovation and Investment Fund \$24.5 million to support new jobs and investment by businesses in Melbourne's North	Local businesses
	Australian Government Department of Industry, Innovation and Science with Victorian Government, Ford and Alcoa contributions	Geelong Region Innovation and Investment Fund \$29.5 million to support new jobs and investment by businesses in Geelong	Local businesses



This chapter outlines the services and assistance offered by the OEMs and the Australian Government, Victorian and South Australian State Governments following the announcements of the closure of the car manufacturing plants by Ford, Holden and Toyota.

The Australian, Victorian and South Australian Governments together with the OEMs offered around \$380 million in support for workers with the OEMs and the automotive supply chain, as well as government programs to assist supply chain companies to diversify. Many of these programs were established up to three years prior to the actual closure of the plants.

Ford Transition Program

In response to the closure of Ford's manufacturing operations in Geelong and Broadmeadows, the Australian Government allocated \$5.25 million to Auto Skills Australia (ASA) to deliver the Ford Transition Program to assist Ford company workers and workers in the supply chain to transition to alternative employment. This contribution from the government followed from earlier financial contributions by Ford into regional diversification programs in Geelong and Broadmeadows.

ASA was independent of Ford and was the body responsible for the maintenance of accredited automotive training qualifications and the development of skills capability in the automotive sector.

The Ford Transition Program ran from June 2013 to April 2017. Four levels of services were provided under the Ford Transition Program including the following services:

The four levels of service:



Support, counselling and information referral

- ▲ information sessions on services and job opportunities
- ▲ health, wellbeing services and counselling for workers
- ▲ financial services



Careers and training advice

- ▲ assessment of skills, qualifications, strengths and experience, knowledge and interests
- ▲ career advice and guidance in finding an alternative career path
- ▲ advice on training options



Skills recognition and training

- ▲ formal skills assessment and identification of skill gaps and upskilling options
- ▲ access to recognition of prior learning
- ▲ support for language, literacy and numeracy (LLN) and computer literacy training
- ▲ financial assistance to undertake training through Australian and State Government support
- ▲ licencing and other tickets such as white card



Job search assistance

- ▲ résumé and job application support including interview skills
- ▲ access to intensive outplacement services and referrals.

The case management model by ASA

ASA had dedicated on-site case managers at the Ford plants at Broadmeadows and Geelong and placed a strong focus on supporting workers to develop a career transition plan.

Change programs were delivered and were aimed at helping workers transition and adapt to a new job.

A key aspect of ASA's delivery was the case management model where case managers worked with individual workers to address their needs.

This included:

- ▲ a skills analysis to identify training opportunities to fill gaps and upskill
- ▲ provision of technical and soft skills support, i.e. communication, language literacy and numeracy (LLN), interview skills, digital literacy.

ASA provided services for 6 months post-closure through dedicated Outreach Centres. The Centres operated from 10 October 2016 until 30 April 2017, and \$1,000 extra support (gap funding) was provided at this stage to help workers find a job.

Governance and coordination

A feature of the Ford Transition Program was the establishment of governance arrangements to ensure effective oversight and the sharing of information. The Ford Transition Program Steering Committee included representatives from ASA, Ford, unions and the Victorian and Australian Government. An operational reference group at the local level was also established to ensure upward information flow.

A detailed evaluation of the Ford Transition Program was conducted through a separate study and is available from: <https://www.acilallen.com.au/projects/program-evaluation/ford-transition-program-evaluation>

Toyota DRIVE Program (Skills and Training Initiative)

Toyota made a \$15 million contribution towards the Australian Government's Growth Fund's Skills and Training Initiative to support impacted their workers, including \$3 million dedicated to their Tier 1 suppliers to support their impacted employees. Toyota operated at full production until closure and did not downsize its workforce prior to closure.

Toyota Australia implemented the DRIVE Program (Dedicated, Ready, Individual, Vocational, Energised) to support its employees to ensure continuity of supply for suppliers.

The support was delivered through DRIVE Centres located at Altona (manufacturing), Port Melbourne (head office) and Woolooware Bay, NSW (sales and marketing). Toyota offered all employees access to one-on-one career management advice including access to a DRIVE consultant, who provided support and advice on future

options and developed individual career plans, including financial support for further education. Independent outplacement consultants were also available to workers closer to the time of plant closure. Most workers, however, preferred to access the internal Toyota trained DRIVE consultants.

Where employees had indicated their preference to transition to retirement, DRIVE provided a comprehensive retirement preparation program, this included options for further study, community involvement, social activities and volunteering.

One key performance indicator for the DRIVE Program was to have at least 80% of affected employees register in the DRIVE Program. This target was exceeded, with 83% of affected employees registering for support.

The DRIVE Program offered a comprehensive suite of services including:

Suite of services offered:



Information sessions and workshops

- ▲ financial education, small business and retirement planning services
- ▲ information on job opportunities including presentations by industry groups and closer to closure by employers with suitable vacancies



Career and training advice

- ▲ individualised careers advice against jobs in demand and to support individual career goals
- ▲ a review of impacted employees' strengths, skills and experience
- ▲ an outline of training and skilling required for job opportunities
- ▲ an individual career plan for impacted employees



Skilling and training, including full funding for

- ▲ skills recognition
- ▲ VET, tertiary and general training that aligns with career plan
- ▲ tickets, licences and other non-accredited training
- ▲ foundation skills including Language Literacy and Numeracy and Digital Literacy



Job support

- ▲ help with résumé and job application writing
- ▲ interview and job search skills
- ▲ outplacement services.

Toyota adopted a strong case management model and fully funded any vocational training and university and higher education qualifications, as long as they aligned with a worker's career plan and there was a reasonable prospect of the training leading to alternative employment.

Toyota also engaged and funded job market consultants to actively work with employees to advise them on growth sectors in the economy and job opportunities and assist them to find employment.

Toyota funded many of the services internally—their case managers were recruited both internally and externally (in partnership with an outplacement provider). This hybrid model addressed the need for case managers to be both knowledgeable about the company and its employees as well as the broader market. Training was fully funded by Toyota's contribution to the Skills and Training Initiative rather than using State or Australian Government funding. Workers, however, still had the choice of accessing government funded training if they preferred.

The Australian Government provided a reimbursement to Toyota for associated Fringe Benefit Tax costs that were accrued due to employees who retrained for positions not related to their existing role.

Toyota provided significant support to workers affected by the relocation of sales and marketing operations from Sydney to Melbourne.

The Toyota logo is displayed in red capital letters on a white background, positioned at the top of the right-hand side of the page.

CASE STUDY 2.1



Support provided to redeploy staff to Melbourne: Toyota

The business transition for Toyota resulted in the relocation of sales and marketing functions from Sydney to Melbourne. To support employees in their decision-making process and maintain their skilled workforce, Toyota funded a three-day trip for employees and their immediate family to experience what life in Melbourne would look like for them. The trip included house inspections, school visits and exploring the new neighbourhood with travel costs covered by Toyota. Once an employee accepted a Melbourne-based role, further relocation services and support was provided. This included professional relocation services, relocation costs, reimbursement of stamp duty costs where employee purchased a home and a financial relocation incentive. A buddy program was also established to match relocating employees with Melbourne-based employees, with similar family situations, to support a successful integration into life in Melbourne. As a result of these efforts nearly 29% of workers elected to relocate to Melbourne. This was a welcome outcome, particularly given that less than 2% of Australians relocate interstate for work.*

*Productivity Commission, 2014

IMAGE SOURCE: IMAGE SUPPLIED BY TOYOTA AUSTRALIA

IMAGE SOURCE: IMAGE SUPPLIED BY TOYOTA MOTOR CORPORATION AUSTRALIA

Holden Skills and Training Initiative (Skills and Training Initiative)

Following the announcement of the planned closure of car manufacturing in Australia, Holden contributed \$15 million to the Growth Fund's Skills and Training initiative and established dedicated Holden Transition Centres at Elizabeth in South Australia and Port Melbourne in Victoria.

A broad suite of services were provided at the transition centres by Holden and its partners, including promotion of Australian and State Government services to support Holden and supply chain workers. Holden worked with a range of providers and leveraged off existing support and services being offered through Australian and State Government programs.

Holden funded the cost of training for employees as long as they had a career transition plan and the training was likely to support them in finding employment. Holden focused on supporting their workers to transition to new employment opportunities as soon as possible, by helping workers identify how their existing skills transferred to other jobs. To this end, Holden proactively engaged with other employers to host factory tours to highlight the technical skills of their workers and to demonstrate the value Holden employees could bring to new workplaces.

A key objective of Holden was to maintain high morale by ensuring workers were well informed about developments and available services.

Holden continued to invest in staff facilities and ensured that there was no run down of amenities in the lead up to the closure.

Holden proactively engaged with local media to ensure that the community were well informed of the extensive support being provided to Holden and supply chain workers. This in turn also helped raise awareness among other employers of the transferable skills of the workers who proactively engaged with Holden to promote new job opportunities for the workers after they left Holden.

Holden advised that they experienced an improvement in performance since the announcement of the closure, on metrics monitored such as quality control, production rates, low absenteeism, and increased health and wellbeing. This was valuable evidence that where an employer supports their retrenched workers, the company can also benefit through maintaining loyalty of their workers and their customer base.

Services offered:

Counselling and information

- ▲ health and wellbeing support
- ▲ financial counselling
- ▲ superannuation and taxation advice
- ▲ information sessions
- ▲ workshops
- ▲ regular communication on information sessions and events through a digital Holden Konnect app

Careers and training advice

- ▲ on-site access to a qualified career coach through Northern Futures, Right Management and Outplacement Australia and Holden employed coaches
- ▲ skills assessment and recognition of prior learning
- ▲ skill sets - accredited and non-accredited
- ▲ full qualifications
- ▲ language, literacy and numeracy
- ▲ digital literacy
- ▲ licences
- ▲ university subjects
- ▲ access to training including through the South Australian Government's WorkReady subsidised training program
- ▲ a \$2,000 to \$3,000 training subsidy available to each employee
- ▲ employee can use a training provider of their choice

Labour market information and job search assistance

- ▲ job boards
- ▲ interview techniques and guidance
- ▲ access to outplacement providers
- ▲ employment placement providers (for eligible employees) to match exiting employees with employers.

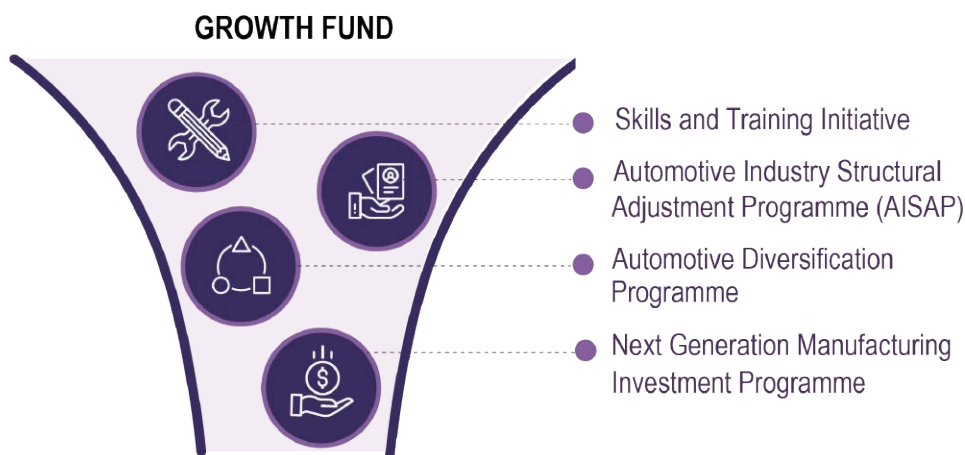
The Australian Government responded to the announcement of the closure of car manufacturing operations by establishing a strategy that supported firms and workers to plan and develop new capabilities for the future. A key element of the response was the establishment of the Growth Fund with support from the South Australian and Victorian Governments and contributions from GM Holden and Toyota. The collaboration between the Australian Government with Ford Australia occurred separately, in part due to the logistics

of Ford ending manufacturing operations a year prior to Holden and Toyota.

Australian Government Growth Fund

The Growth Fund was established in early 2014 as a long-term strategy to support the broader manufacturing industry and enhance the opportunities for people and regions affected by the closure of local car manufacturing.

The Growth Fund consisted of four elements:



Skills and Training Initiative

The Skills and Training Initiative was designed to complement state government programs and existing activities undertaken by Holden and Toyota to help their workers and supply chain workers become job ready.

Toyota and Holden each contributed \$15 million to the Skills and Training Initiative. Toyota and Holden delivered the majority of services to their workers through their own initiatives; details on these services are under **Section 1.2** and **Section 1.3** respectively.

The Australian Government, through the Department of Education, also provided up to \$15.7 million each to Holden and Toyota to cover the Fringe Benefit Tax liability of workers receiving training from the OEMs under the Skills and Training Initiative.

The National Facilitator

The Australian Government appointed and funded an independent National Facilitator to assist with the implementation and coordination of support services by OEMs and government.

The National Facilitator played an important role in coordinating activities between the OEMs, state and local governments and other key stakeholders and share best practice and identify issues affecting the successful transitions of workers. The Facilitator was instrumental in developing a “one stop” portal for automotive workers “Changing Lanes” which provided information on support and services available at each of the OEMs and for workers in the automotive supply chain. An Auto Transition Talent Community website was also established to help link impacted workers with potential employers.

The National Facilitator also acted as the “go-to person” for OEMs to raise any issues regarding government programs or gaps in support and to share best practice amongst OEMs and governments in terms of the services and support being offered.



Automotive Industry Structural Adjustment Programme (AISAP)

The Australian Government's Department of Education, Skills and Employment (and its previous iterations) managed the Automotive Industry Structural Adjustment Program (AISAP), a demand driven program that provided additional assistance to retrenched workers through the jobactive employment services network. The jobactive network of providers is available in over 1,700 locations across Australia.

To receive assistance a worker could register with a jobactive provider three months prior to the closure of the OEM or automotive supplier but no later than six months after the date of their redundancy. An automotive worker was required to present a letter of redundancy to qualify for intensive support. Eligible automotive workers could access AISAP support in addition to assistance delivered by the OEMs or through other state government programs.

Funding allocation of \$66.9 million over 11 years was provided to support retrenched automotive workers, including a \$15 million funding extension through the Growth Fund in 2014. This time frame also supported workers from the Mitsubishi and Bridgestone closures with approximately 6,200 automotive workers assisted through this program since 2008.

The employment support services include help with:

- ▲ résumé preparation
- ▲ job applications
- ▲ interview skills
- ▲ training to obtain tickets or licences
- ▲ work experience
- ▲ information on suitable jobs and referral to vacancies
- ▲ other assistance to help them find new employment that is best suited to their specific circumstances.

Since 2014, approximately 2,700 workers have accessed AISAP. Around two thirds of workers who accessed the program were from supply chain companies with the remaining third joining the program from the OEMs. The majority of workers who accessed support were from Victoria (63%) and South Australia (30%) with a smaller number located across the rest of Australia (7%). The average AISAP participant was 48 years old, 80% were male and 39% were Culturally and Linguistically Diverse (CALD).

AISAP provided workers retrenched from eligible car manufacturing companies (including supply chain workers) with intensive case management support. This included funding of up to \$1,300 accessed by the jobactive providers to help workers become job ready.

The areas where funding was most used included:

- ▲ training was the most common expenditure item (53%) to assist with tickets and licenses, accredited and non-accredited training
- ▲ expenditure on work related items was also significant (30%) and assisted with work clothing or interview presentation, tools, equipment and other work-related items.

Of those who accessed AISAP around 76% have been placed into new employment, with 68% of these placements lasting longer than 6 months. The industries of new employment closely match those other automotive workers with the majority of placements occurring within the manufacturing (36%) or related industries. Nearly 13% of workers were also placed into the Transport, Postal and Warehousing industry.

CASE STUDY 2.2



Labour market information sessions

The Australian Government Department of Employment delivered a series of labour market information sessions to provide a realistic picture of the opportunities available and the steps workers could take to maximise their chances of getting a new job.

Around 40 information sessions were delivered at workplaces across Australia with more than 2,400 workers in attendance. The sessions highlighted government research of employers that drew attention to the valuable transferable skills of the automotive workers such as their experience in advanced manufacturing, working with precision machinery, technical knowledge and the ability to work as part of a team.

Advice was provided to workers on the need to start planning for their next job well in advance of their exit date, as finding employment can often be a lengthy process. The presentations on the labour market were generally well received with workers often leaving these sessions with a new perspective on where the jobs are and how they can best target their job search and training efforts.

IMAGE SOURCE: IMAGE SUPPLIED BY AUSTRALIAN GOVERNMENT

The Australian and State Governments worked closely with OEMs to coordinate information and the presentation of available support to all affected workers. This included trying to provide a single presentation to workers regardless of whether support was funded and offered by the Australian or State Government programs. The coordination of information was important to avoid the “information overload” that many workers experienced at the beginning of the programs.

In addition to the support provided under the Skills and Training Initiative and AISAP, the Australian Government also provided:

Employment Facilitators

The Australian Government appointed Employment Facilitators to provide a local, on the ground presence, in Geelong and Adelaide, the regions most affected by the automotive transition. These Facilitators supported the work of the National Facilitator, based in Melbourne. The Facilitators worked directly with impacted workers to connect them with employment services, job opportunities, training and a range of other support services. By also working with affected automotive firms, the Facilitators raised awareness of available support for businesses including government funding for diversification. The Facilitators ensured a coordinated approach to service delivery by working across all levels of government and allowed individual workers and businesses to have a single point of contact.

National Enterprise Incentive Scheme (NEIS)

The Australian Government Department of Education, Skills and Employment also assisted workers interested in starting a small business through the New Enterprise Incentive Scheme (NEIS) which provided small business advice, training and mentoring. NEIS advice was available in each of the transition and information centres and through jobactive providers as well as Business Enterprise Centres and some TAFE colleges.



Automotive Diversification Programme

The \$20 million Automotive Diversification Programme (ADP) assisted automotive supply chain firms to diversify, develop new products and processes and expand into new markets. The ADP generated \$51 million in private sector investment over three rounds of grants, announced between March 2015 and January 2016.



Next Generation Manufacturing Investment Programme

The \$90 million Next Generation Manufacturing Investment Programme aimed to accelerate private sector capital investment in areas of high value manufacturing, in Victoria and South Australia. The programme resulted in grants worth \$87.1 million to 48 firms across both states, for expected investment totalling over \$282 million.

The funded projects supported high value manufacturing across a wide range of sectors, including defence and aerospace, pharmaceuticals, medical devices, precision engineering and engineered timber building products.

Victorian Government

The Victorian Government provided over \$100 million of targeted assistance to support the transition of workers and industry impacted by the closure of manufacturing operations at Ford and Toyota. The initiatives included schemes to support businesses, workers and the communities they live in, to successfully transition.

The Victorian Government allocated \$46.5 million under the Automotive Transition Plan to help businesses transition into new markets as well as initiatives to retrain workers and assist them to find new jobs.

Worker assistance

A total of \$8.4 million was provided under the South East Automotive Workers Transition (SEAT) package to provide training and job search support in Melbourne's south east, this included:

- ▲ \$4 million for Chisholm and Holmesglen Institutes to up-skill and re-skill retrenched automotive supply chain workers, support businesses to restructure into new opportunities and to help retrenched workers find a job
- ▲ \$2 million to establish two New Skills and Jobs Centres at Chisholm and Holmesglen Institute to provide a one-stop-shop for workers, job seekers and businesses to access the range of Government support, career advice, referral to other job services, skills assessments and training plans.

In total, five specialist automotive Skills and Jobs Centres (SJC) were established at Broadmeadows, Sunshine, Chadstone, Dandenong and Geelong. The centres supported over 3,500 automotive workers. The SJC also worked directly with automotive supply chain companies and conducted 605 workshops and employer events, assisting workers to prepare for life after automotive.

- ▲ An important part of the SEAT Program was to engage with automotive supply chain and potential employers. The SEAT manager would engage with a prospective new employer and identify the skills needs and then work with the Skills and Job Centres to develop a training plan for former automotive workers. Support included assistance with résumés and work readiness, links to training and job opportunities.
- ▲ Under the \$15 million Back to Work (BTW) Scheme for automotive and dairy workers incentive payments up to \$7,000 were available for businesses employing retrenched automotive workers, with up to an additional \$4,000 for employers to access accredited training.
- ▲ Workers could also access training, career guidance and job search skills under the \$30 million Career and Transition Advice Services (CTAS). Under CTAS, independent career advisors were engaged to provide Victorian employees of the automotive supply chain with personalised professional career planning and reskilling options.

CTAS was delivered in the workplace or from a Skills and Jobs Centre. CTAS was also contracted to undertake part of the Tracking Initiative, whereby workers were called to track their outcomes and re-engage them with relevant services at the 3, 6 and 12-month mark following retrenchment.

- ▲ The Victorian Government also partnered with the Australian Government to run three Jobs Fairs in Melbourne and one in Geelong with an emphasis on jobs for automotive workers. In total almost 10,000 job seekers attended, around 6,000 jobs were advertised, and close to 4,000 résumés collected.
- ▲ Automotive workers also had access to the \$90 million Jobs Victoria initiative which provided targeted services to find work for disadvantaged retrenched automotive workers, who may face multiple barriers to employment.

Training support

Subsidies for training were available under the Victorian Training Guarantee and the Victorian Government also provided \$2 million to fund Group Training Organisations (GTOs) to employ 250 retrenched mature aged (40 years plus) automotive supply chain workers as apprentices and trainees.

Incentives of \$10,000 per apprentice and \$6,000 per trainee were available over a two-year period. These incentives were in addition to financial support available for employers of Australian apprentices commencing in eligible occupations under the Australian Government's Australian Apprenticeships Incentives Program (AAIP). Incentives were also available for employers of eligible mature age Australian apprentices.

Business and supply chain assistance

The Victorian Government also established the Automotive Supply Chain Transition Program (ASCTP) to assist supply chain companies transition into new sectors by developing new products or finding new markets including through new partnering or acquisitions opportunities.

The \$45.1 million Local Industry Fund for Transition (LIFT) was also established to assist businesses in the supply chain, especially in Melbourne's north, west, southeast and Geelong, retain or expand their workforce. The LIFT program aimed to encourage investment in these regions to help create new sustainable jobs and economic activity. Businesses could apply for up to \$2 million to support job creating projects.

Governance and coordination

To implement the Victorian Government's plan, the Victorian Automotive Transition Taskforce (a Ministerial Taskforce), and four local Taskforces (in Melbourne's southeast, west, north and Geelong, chaired by local Members of Parliament), were established to ensure a coordinated approach to initiatives responding to the closure of automotive manufacturing in local areas.

The Taskforces met monthly and provided local expertise and a coordinated approach to implementing elements of the plan. In all, 52 organisations were represented on the taskforces, including 20 local government areas, as well as industry associations, unions, education institutions, car manufacturers, and supply chain companies.



IMAGE SOURCE: [HTTPS://DJPR.VIC.GOV.AU/VICTORIAS-AUTOMOTIVE-TRANSITION-PLAN/TRANSITION-PLAN](https://djpr.vic.gov.au/victorias-automotive-transition-plan/transition-plan)



The South Australian Government provided targeted support for workers and businesses in the supply chain to assist with the transition. This included schemes to support workers directly as well as assistance for companies in the supply chain to diversify. The South Australian Government support was available to partners and all workers in the supply chain not just those that were exiting.

Worker assistance

Automotive Workers in Transition Program (AWITP), comprising:

- ▲ \$2,500 support toward career counselling, recognition of prior learning, vocational training and skills development including tickets and licences
- ▲ job preparation advice including digital literacy and workshops providing intensive job seeking skills
- ▲ support and advice in terms of planning for retirement, establishing a small business as well as financial planning advice
- ▲ wellbeing and resilience support including resilience training through the South Australian Health and Medical Research Institute (SAHMRI) and the Port Adelaide Football Club Resilience Program
- ▲ WorkReady – access to subsidised training in priority areas.

Other State Government support included:

- ▲ *Beyond Auto* - a confidential service which focused on the wellbeing of automotive workers, their families, and the community and helps connect workers with a range of personal, financial, and employment services
- ▲ *Drive Your Future Job Connect* - a free service connecting former automotive supply chain workers and their partners with job opportunities, across a range of industries
- ▲ *Jobs First Employment Projects* - specifically targeting automotive supply chain workers into training programs and linking to employment opportunities
- ▲ *Building Family Opportunities* - provided intensive case management for families in crisis
- ▲ *Northern Economic Plan* - including \$4 million for a new Disability Employment Hub to train former automotive workers, upskill existing workers and encourage university students to work in the disability sector.

The State Government also established Drive Your Future Job Connection Service and provided intensive job information sessions and job readiness workshops.

Business and supply chain assistance

Support was also provided to assist automotive suppliers diversify through an Automotive Supplier Diversification Program and future jobs fund.



Regional Innovation and Investment Funds

The Geelong Region Innovation and Investment Fund (GRIIF) and Melbourne's North Innovation and Investment Fund (MNIIF) were established following the announcement of the closure of Ford's manufacturing operations.

The GRIIF and MNIIF were joint responses by the Australian and Victorian governments, together with Ford and Alcoa, to support innovative job creation projects that strengthen and diversify their respective regional economies and employment bases.

The Australian Government contributed \$30 million, the Victorian Government \$9 million and Ford Australia \$10 million towards the initial fund. The funding was increased by \$5 million following a contribution from Alcoa to support the region affected by its decision to close its Port Henry aluminium smelter and rolling mill in Geelong.

Advanced Manufacturing Fund

In addition to the Growth Fund, the Australian Government Department of Industry, Innovation and Science invested \$100 million into an Advanced Manufacturing Fund to help companies in Victoria and South Australia transition to advanced manufacturing through capital investments to improve efficiencies and the competitiveness of firms, this included support to automotive suppliers. Support was also provided through the Automotive Transformation Scheme which commenced in 2011 and supported research, development and investments in plant and equipment to eligible automotive firms.

The Advanced Manufacturing Fund included the following elements:

- ▲ Funding for the Advanced Manufacturing Growth Centre, to support small scale research projects
- ▲ Cooperative Research Centre, for large scale advanced manufacturing research projects
- ▲ Innovation Labs, in South Australia and Victoria, to maintain automotive design and engineering excellence at universities, technology institutions and in industry
- ▲ Removing tariffs on imported vehicle prototypes and components.

The Australian Government Department of Human Services

The Australian Government Department of Human Services (DHS) provided self-service computers at the Holden Transition Centre. Centrelink offices provided information and resources where workers could search online for jobs, create résumés and receive financial information regarding their eligibility for benefits and government support. A DHS Financial Information Service Officer also attended many of the face-to-face information sessions to provide advice on eligibility for income support payments and how this is impacted by redundancy payouts.

Australian Government policy support for transition of workers

Proceeding from the lessons from the automotive industry, the Australian Government through the Department of Education, Skills and Employment extended the support available for other retrenched workers beyond June 2018 under the Stronger Transitions Package, which included a range of elements:

- ▲ *Skills and training support* – partnerships with business to help workers move into new employment involving career advice, training and recognition of prior learning, skills assessment, access to language, literacy and numeracy, digital literacy and online job search support
- ▲ *Employment support* – immediate access for retrenched workers in targeted regions to access the Australian Government's employment services, including access to intensive, personalised support and comprehensive skills assessments
- ▲ *Better connecting skilled workers to employers and training* – access to Employment Facilitators to provide on-the-ground services in targeted regions to help impacted workers to identify and pursue new employment opportunities as well as the facilitation of Jobs Fairs in selected regions to connect workers and job seekers directly to employers
- ▲ *Supporting workers to relocate for work* – immediate access to the Australian Government's Relocation Assistance to Take Up a Job Program for workers under the Stronger Transitions package and other Structural Adjustment Packages including retrenched workers from the automotive industry
- ▲ *Providing access to small business opportunities* – support for retrenched workers to pursue small business opportunities by allowing access to the New Enterprise Incentive Scheme 3-months prior to retrenchment.



3

OUTCOMES ACHIEVED: OEMS



The three year notification of closure by the OEMs enabled an extensive array of supports to be put in place for retrenched workers by the OEMs, Australian, Victorian and South Australian Governments. While the model in which supports were delivered in each car plant varied there were some consistent best practice elements which are discussed in more detail in Chapter 5.

The supports were effective in reducing the time that retrenched workers were unemployed and after 12 months, the employment rate for workers from the three OEMs averaged 84% with the majority of workers in full-time employment and a high level of satisfaction with pay (86%).

Demographic profile (OEM workers)

There was a roughly equal distribution of middle age workers (30-49) and older workers (50-69) for the OEMs (50% and 46% respectively), with Ford workers having a higher proportion of mature workers in the 50-69 bracket (58%).³

On average, 90% of the OEM workers were male, with Toyota having the largest proportion of female workers at 18%.

Around a third (32%) of Ford workers spoke a language other than English at home, compared to 15% of Toyota workers.⁴

Figure 3.1 Profile: OEM workers at 3 months



³ Data is taken from 3 month survey post closure

⁴ Holden data not available

Ford workforce

Ford workers were interviewed 3 months after exit. The survey, sampled from both manufacturing plants, consisted of 30% from Geelong and 70% from Broadmeadows.



The workforce was relatively senior, as is the case in the car manufacturing sector as a whole, with 40% of those interviewed in the 30-49 age bracket and a further 58% in the 50-69 age bracket. The average age of workers at Ford was 50



32% came from a non-English speaking background. Among the most common languages spoken by the Ford workers were Macedonian (6%), Vietnamese (6%) and Turkish (4%)



Around 52% of respondents had a post school qualification, with 31% finishing school prior to Year 12. Around 36% of respondents had a vocational education qualification as their highest qualification, including 8% who had a trade qualification and 12% with a diploma. Around 12% had a university higher education qualification



94% of the Ford workforce were male.



IMAGE SOURCE: FORD

Toyota workforce

The workforce data for Toyota includes both the production and sales workforce, the latter impacted by the relocation of sales staff from Sydney to Melbourne. As result, the workforce profile for Toyota included more white-collar staff who have a lower age profile compared to production staff, as well as a higher proportion of female workers.

Around 85% of the Toyota workforce had a post-school qualification. This is part due to efforts by Toyota to upskill their workforce by investing in training programs in the years prior to the announcement of closure.



53% of the total workforce were in the 30-49 age bracket, with 38% in the 50-69 age bracket



15% have English as a second language



85% have a post-school qualification



82% of the total workforce were male.

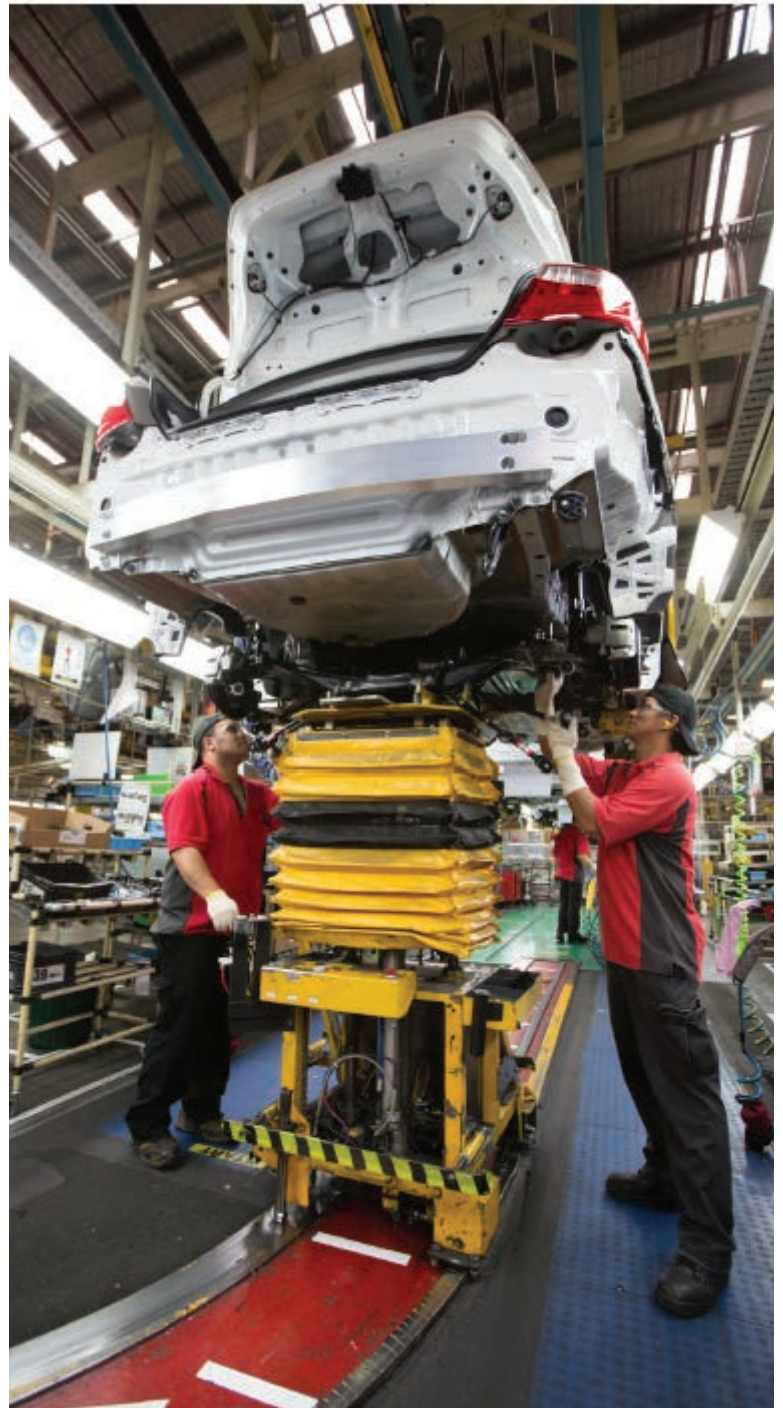


IMAGE SOURCE: TOYOTA



IMAGE SOURCE: GM HOLDEN

Holden workforce

The workforce data for Holden is based on the assembly plant at Elizabeth in South Australia.

The average age of the workforce at the GM Holden Elizabeth plant was 43 years, with the average length of service of 17 years. Most had acquired a Certificate III in Competitive Manufacturing or a Certificate II in Automotive Manufacturing. Around 11% of the workforce had a trade qualification. The professional workforce (including production managers, finance and human resources) accounted for around 9% of the workforce, with store persons and logistics accounting for around 3% of the workforce.⁵

The profile of Holden's workforce at its Fishermans Bend Engine Plant was similar, although more diverse with workers born in 22 different countries. The average age was 42 with the average length of service 19.5 years.



56% of the total workforce were in the 30-49 age bracket, with 42% in the 50-69 age bracket



Around 56% of the workforce had qualifications related to vehicle production



94% of the workforce were male.

⁵Snell, Gekara, Schermuly (2016), *The occupational mobility and skills transferability of the Australian auto industry employees*. RMIT University.

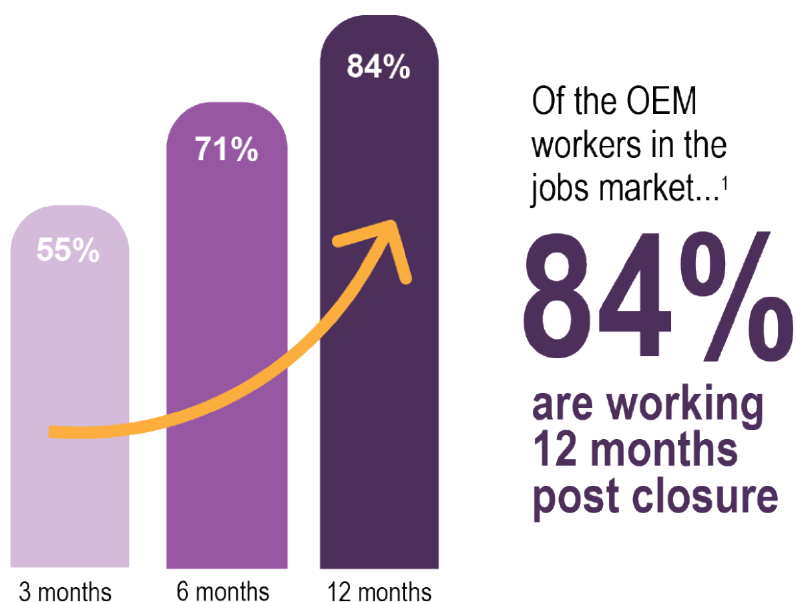


Good employment outcomes after twelve months

After 12 months, 80% of workers are in the jobs market, and of these 84% are working. For those working, the employment rate⁶ for workers from the three OEMs ranged from 77% to 93%, (Figure 3.2 and Figure 3.3).

The employment rate increased by 13 percentage points from the 6 to 12 month stage, from 71% to 84%. Of the 20% not in the jobs market, they were retired, taking a break or studying.

Figure 3.2 Employment outcomes over time: OEMs



¹80% of the total sample is in the jobs market (this includes those working plus those looking for work) while 20% of the total sample is not in the jobs market

⁶The employment rate is a measure of the proportion of people that are employed as a proportion of those in the workforce (employed plus looking for work)

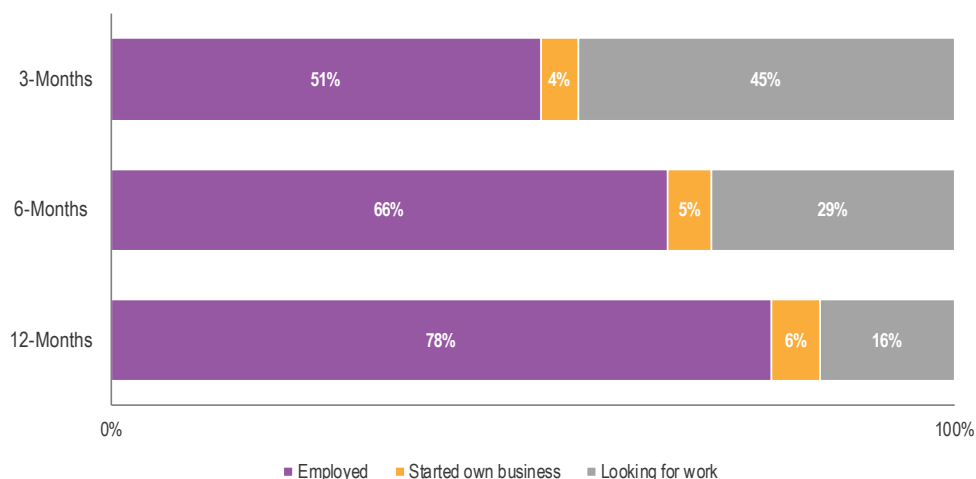
An important measure of the effectiveness of the support offered was whether it significantly improved employment outcomes compared to what would have occurred if no additional assistance was available.

Around 55% of workers from the OEMs looking for a job were employed or had started their own business after 3 months and 84% after 12 months.

This outcome is significantly better than for retrenched workers overall with only 60% of retrenched workers in the labour market in the period February 2016 to February 2018 finding a job within 12 months⁷ (Figure 3.4).

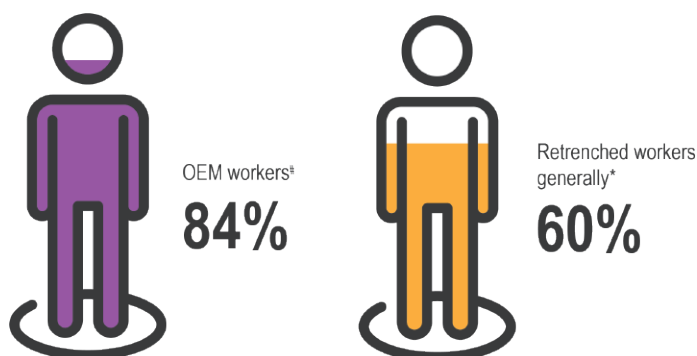
This suggests that the support offered by OEMs and government has been effective in reducing the time of unemployment and increasing employment outcomes beyond what would have otherwise occurred.

Figure 3.3 Employment rates of workers: average of OEMs



SOURCE: WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? – ACIL ALLEN & WALLIS
 FORD: 3-MONTH SURVEY (N=332) / 6-MONTH SURVEY (N=153) / 12-MONTH SURVEY (N=128)
 TOYOTA: 3-MONTH SURVEY (N=1091) / 6-MONTH SURVEY (N=1461) / 12-MONTH SURVEY (N=2191)
 HOLDEN: 3-MONTH SURVEY (N=724) / 6-MONTH SURVEY (N=740) / 12-MONTH SURVEY (N=746)
 DATA DRAWN FROM MULTIPLE SOURCES: ACIL ALLEN / WALLIS PRIMARY RESEARCH AS WELL AS ESTIMATES FROM OTHER SOURCES. WHERE ESTIMATES HAVE BEEN COMBINED TO FORM 'TOTALS' OR AN AVERAGE, THESE ARE WEIGHTED EVENLY ACROSS THE VARIOUS SOURCES.

Figure 3.4 Employment outcomes compared to other retrenched workers



SOURCE: # AVERAGE OF THE THREE CAR COMPANIES AT 12 MONTHS POST RETRENCHMENT
 *ABS (2018) PARTICIPATION, JOB SEARCH AND MOBILITY, CAT 6226.0

⁷ Australian Bureau of Statistics (ABS) (2018), Participation, Job Search and Mobility, cat. no. 6226.0.

The majority of those employed were in full-time employment

On average across the OEMs, 58% were in full-time employment at the 12 month stage with 33% working in casual roles. Only a small proportion (6%) were working on a part-time basis (Figure 3.5). This is a very similar result to the 6 month outcome where the full-time employment level was 61%.

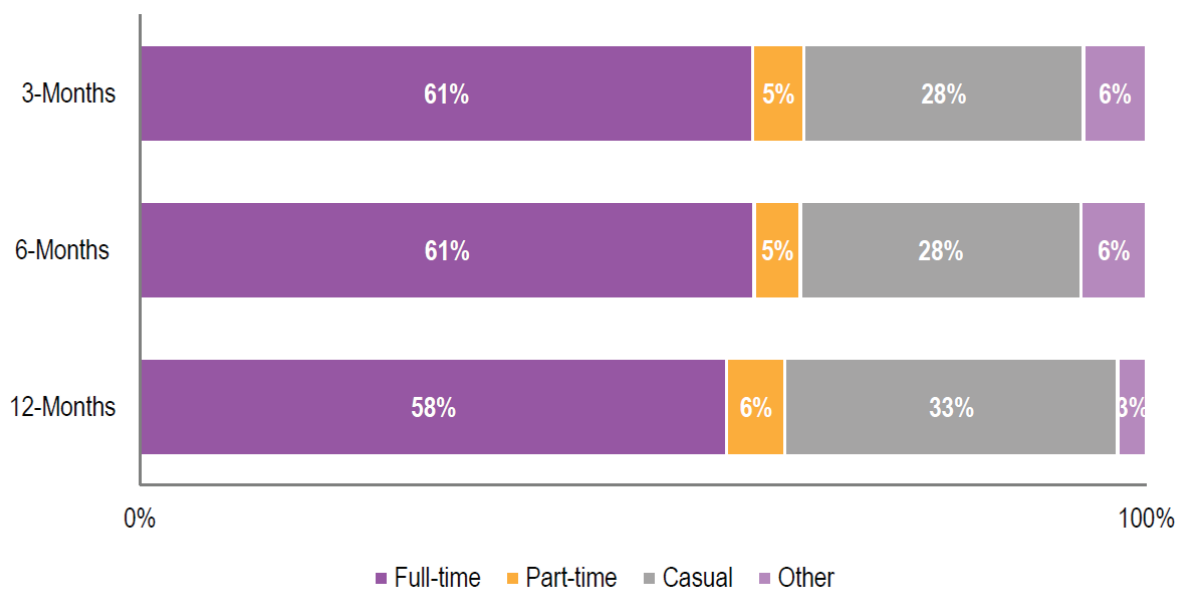
The timing of the Ford closure, a year before Toyota and Holden, is likely to have assisted Ford workers in securing employment, with a very high proportion of workers securing full-time employment at the 3 month stage (68%). After one year, the proportion of full-time employment for Ford workers reduced to 49%.

The experience of Ford workers highlights that the majority of workers were able to secure full-time positions shortly after closure. The longer a worker remained unemployed, the more willing they were to accept casual or contract roles.

By 12 months post-closure, the percentage of workers in full-time employment was lower as more workers entered casual or part-time roles as time went on. Based on Ford data the vast majority of workers (92%), were only working in one job.

The government and OEMs highlighted the nature of the current labour market, particularly those who had been with the OEMs for a significant time. This included the prevalence of casual work, salary expectations and time frames for finding a new job. Casual work can provide opportunities to transition to full-time employment and should be viewed as a “stepping-stone” to other opportunities as part of the transition for many workers.

Figure 3.5 Employment status of workers: average of OEMs



SOURCE: IS YOUR NEW JOB... - ACIL ALLEN & WALLIS CONSULTING

FORD: 3-MONTH SURVEY (N=121) / 6-MONTH SURVEY (N=142) / 12-MONTH SURVEY (N=110)

TOYOTA: 3-MONTH SURVEY (N=611) / 6-MONTH SURVEY (N=1018) / 12-MONTH SURVEY (N=1658)

HOLDEN: 3-MONTH SURVEY (N=435) / 6-MONTH SURVEY (N=492) / 12-MONTH SURVEY (N=661)

DATA DRAWN FROM MULTIPLE SOURCES: ACIL ALLEN / WALLIS PRIMARY RESEARCH AS WELL AS ESTIMATES FROM OTHER SOURCES. WHERE ESTIMATES HAVE BEEN COMBINED TO FORM 'TOTALS' OR AN AVERAGE, THESE ARE WEIGHTED EVENLY ACROSS THE VARIOUS SOURCES.

Although workers were in casual employment, many of these were working full-time hours. Around 63% of Ford workers were willing to work more hours if the opportunity came up. This reflects the fact that the OEMs provided opportunities for overtime and additional hours on a regular basis.

A longer period of unemployment also meant workers were more prepared to travel further to secure employment, often in different industries to where they originally intended.

Some workers felt the move to casual work was a positive and a relatively easy change.

“My preference is to get a job 3 or 4 days a week max, at my age I’m starting to scale down, but then again I’m not afraid to work, so whatever comes along comes along.”
—Toyota Worker

Others, however, did not perceive casual work as a long-term status and did not like the “last minute or on call” nature of the work.

“...I was hoping that these two casual jobs would give me more experience and hopefully I can get a better job afterwards, after like 6 months or something.”
—Holden Worker

“The problem being that it’s a casual position so he’s just really looking for stability I guess.... To be honest there is no consistency, and he only gets told at like 3 o’clock the day before whether he’s working the next day. So it really is a bit annoying in that you can’t plan anything.”
—Holden Partner

Industry sectors of employment

Manufacturing still a significant employer

Workers obtained employment across a range of industries, with the manufacturing sector, transport and logistics, and construction being the main areas of employment after 12 months (**Figure 3.6**). Around 30% of the workers from the OEMs were re-employed in the manufacturing sector at the 12 month stage, with transport, postal and warehousing the next largest employer at 17%, and 11% employed in the construction sector. The remaining 42% were employed across a range of industries including 9% in retail and wholesale trade and 4% in health care and social assistance.

The recognition of transferrable skills and the opportunity for workers to retrain and upskill enabled some workers to find employment in growth industries, including the health care and social assistance sector.

A number of workers (17%) secured positions in the automotive sector at the 3 month stage. These were largely temporary positions involved in the decommissioning of the car plants.

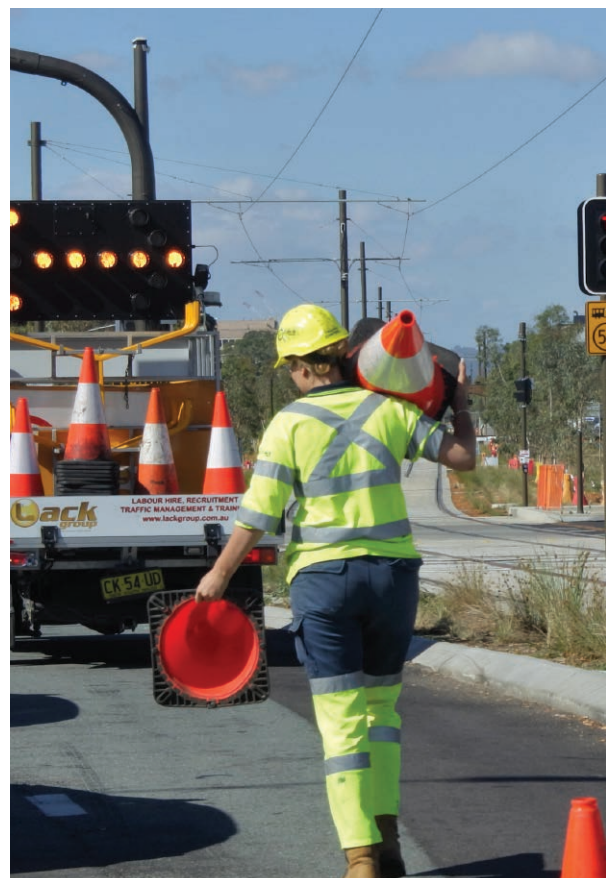
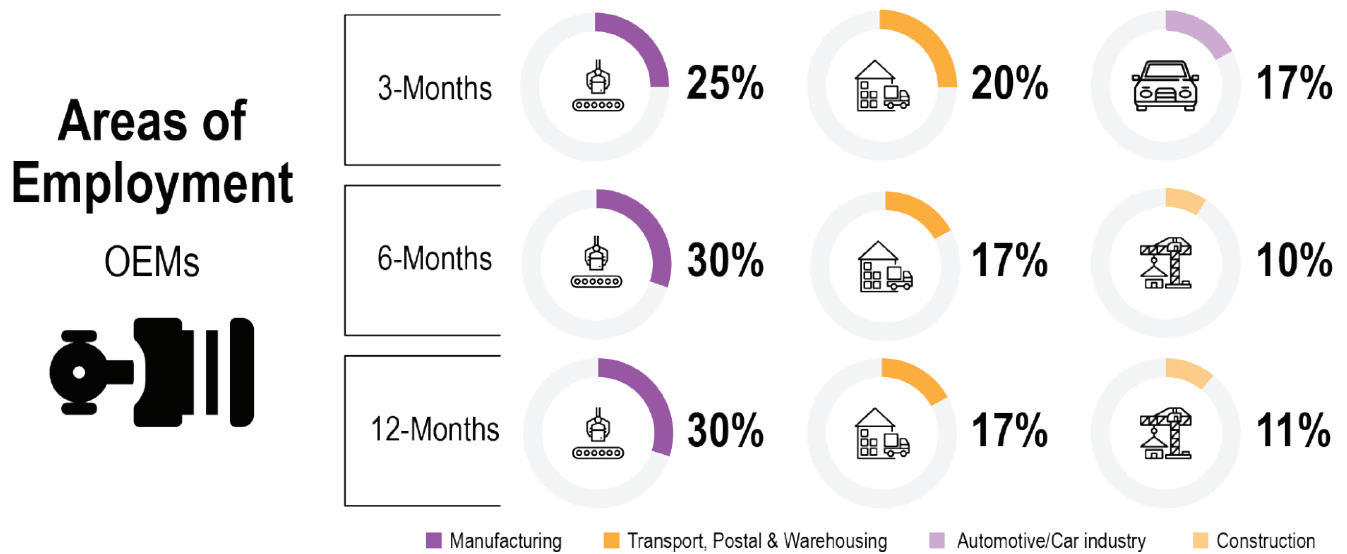


IMAGE SOURCE: ISTOCK

Figure 3.6 Top four industries of employment: average of OEMs



SOURCE: WHAT DOES YOUR EMPLOYER MAKE OR DO? - ACIL ALLEN & WALLIS CONSULTING
 FORD: 3-MONTH SURVEY (N=124) / 6-MONTH SURVEY (N=103) / 12-MONTH SURVEY (N=114)
 TOYOTA: 3-MONTH SURVEY (N=517) / 6-MONTH SURVEY (N=997) / 12-MONTH SURVEY (N=1658)
 HOLDEN: 3-MONTH SURVEY (N=370) / 6-MONTH SURVEY (N=357) / 12-MONTH SURVEY (N=649) DATA DRAWN FROM MULTIPLE SOURCES: ACIL ALLEN / WALLIS PRIMARY RESEARCH AS WELL AS ESTIMATES FROM OTHER SOURCES. WHERE ESTIMATES HAVE BEEN COMBINED TO FORM 'TOTALS' OR AN AVERAGE, THESE ARE WEIGHTED EVENLY ACROSS THE VARIOUS SOURCES.

CASE STUDY 3.1

Advanced manufacturing: Micro-X Ltd

Micro-X Ltd, a small medical device company in South Australia, employed several former Holden workers. Micro-X designs and manufactures a range of ultra-lightweight, mobile x-ray imaging systems for medical and security applications.

Former Holden production, program and supply chain managers were engaged by Micro-X. They played a key role in the growth of the company helping to improve manufacturing processes, quality control and global logistics. The transferable skills the workers brought to Micro-X included many years of experience in global best-practice manufacturing processes, including LEAN and advanced manufacturing technologies, as well as supply chain and quality engineering experience.

Training support for workers

A broad suite of training options were available, ranging from tickets and licencing, skillsets, full Vocational Education and Training (VET) qualifications and university qualifications. Career advice was in most cases required prior to accessing training opportunities.

Between 63% to 75% of OEM workers undertook some form of formal training prior to closure. The level of training is likely to be even higher as many workers also accessed informal training offered by their employers including foundation skills, information sessions, digital literacy, financial literacy and resilience training. These informal training options were taken in addition to formal training qualifications.

Strong demand for skill sets and licencing

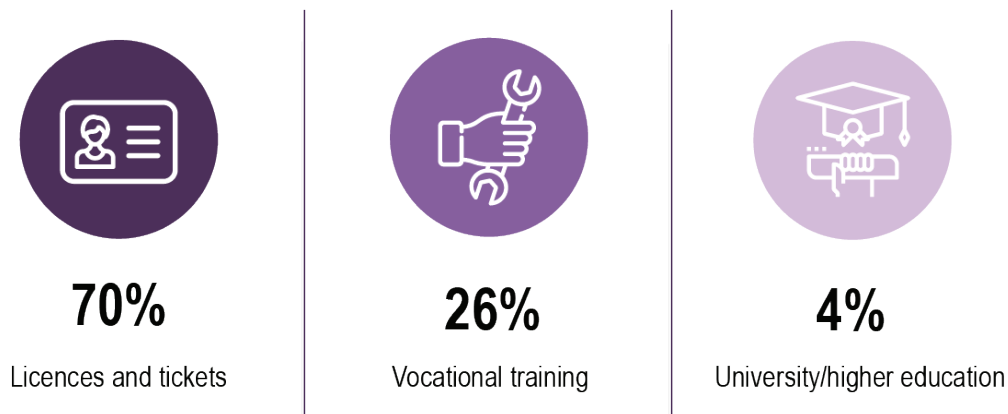
As seen from **Figure 3.7**, the majority of the training provided was for the acquisition of licences or tickets, including white card, forklift and truck licence, first aid or hospitality tickets, as well as various skill sets such as barista training. These licences and tickets are often a

pre-requisite for gaining employment in the construction or hospitality industries, and for retrenched workers were the quickest route to gaining alternative employment.⁸

The acquisition of these licences, tickets and skill sets was fully funded by Toyota. Holden and Ford also provided funding for licences, tickets and skill sets and these workers were also eligible for funding under Australian and South Australian Government training programs. In Victoria, the Victorian Training Guarantee prioritised the funding of full qualifications over tickets and skill sets.

Figure 3.7 outlines the training undertaken by qualification level based on Toyota data. Around 70% of the training was for licences, tickets and skill sets, and a further 26% for vocational qualifications, predominantly at Certificate level.

Figure 3.7 Training undertaken by Toyota workers



SOURCE: TOYOTA

⁸ Based on Toyota data

Uptake of formal training

The uptake of formal training prior to closure was limited, in part due to uncertainty regarding future career path and job opportunities. Consequently, a number of workers undertook further training only once they had a clearer idea of their career path. For example, at Ford around 25% of workers surveyed undertook additional training at 6 months post-closure.

Another factor that impacted on the uptake of formal training and full qualifications was that training mostly had to be undertaken after hours (and generally offsite). There was a strong demand for the onsite delivery of training.

Recognition of Prior Learning

The Recognition of Prior Learning (RPL) was offered but its uptake by workers in OEMs was limited. Two main factors contributed to this.

First, a number of OEMs had already invested heavily in training prior to the announcement of the closure of manufacturing. As a result, many workers had the opportunity to gain a Certificate III or IV in Competitive Manufacturing, with up to 90% of workers at Holden already holding a Certificate III or IV in Competitive Systems and Practices, and a significant component of this had been delivered through RPL. Likewise, at Toyota, around 85% of workers had attained a post-school qualification, with the most common qualification being a Certificate III or IV in Competitive Systems and Practices.

Second, the promotion of the transferrable skills of the workers meant that some workers may have been able to secure new employment without the need to undergo RPL of existing automotive manufacturing skills.

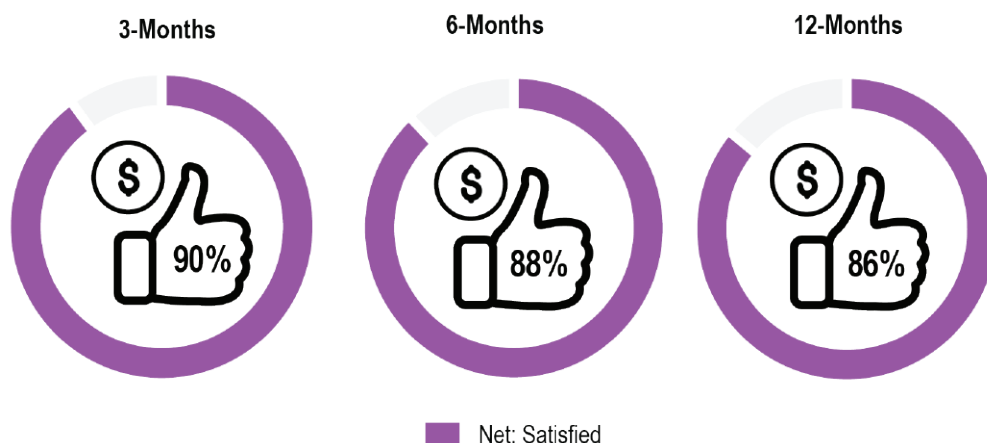


IMAGE SOURCE: ISTOCK

High satisfaction with new salary

Workers overall had high levels of satisfaction with their new salary, with the average level at the 12 month stage around 86% (Figure 3.8). The level of satisfaction decreased over time, possibly as those workers who were unemployed at 6 months accepted lower paid positions to secure work.

Figure 3.8 Satisfaction with pay: average of OEMs (Ford & Toyota only)



SOURCE: HOW SATISFIED ARE YOU WITH YOUR SALARY? - ACIL ALLEN & WALLIS CONSULTING

FORD: 3-MONTH SURVEY (N=124) / 6-MONTH SURVEY (N=95) / 12-MONTH SURVEY (N=110)

TOYOTA: 3-MONTH SURVEY (551) / 6-MONTH SURVEY (N=930) / 12-MONTH SURVEY (N=1659)

HOLDEN: NO DATA

DATA DRAWN FROM MULTIPLE SOURCES: ACIL ALLEN / WALLIS PRIMARY RESEARCH AS WELL AS ESTIMATES FROM OTHER SOURCES. WHERE ESTIMATES HAVE BEEN COMBINED TO FORM 'TOTALS' OR AN AVERAGE, THESE ARE WEIGHTED EVENLY ACROSS THE VARIOUS SOURCES.

Automotive workers, especially those in the OEMs, had relatively good employment conditions, with salaries generally above award wages and regular opportunities for overtime. In light of this, significant efforts were made by career counsellors and others to help workers better understand the labour market and realise they may have to accept a lower salary or a sideways career move in order to secure work. Despite this, wage expectations were one of the factors contributing to unemployment at the 3-month stage.

“The only people who don’t have a job are those that are pretty fussy about what they do and stuff like that, and how much they get paid.”

—Ford Worker

“...the conditions were like shocking...I said no and just walked out...there was like 12 hour shifts and I think it was \$20.52 an hour and on a 12-hour day they offered half an hour break.”

—Holden Worker

Some were able to earn similar rates as in the automotive industry:

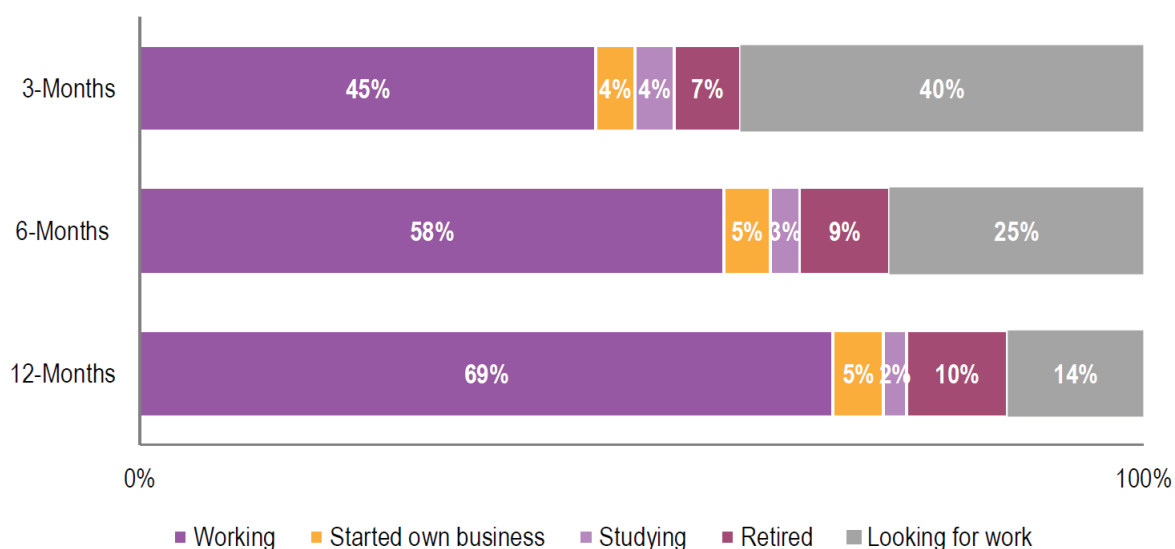
“...full-time casual, it’s eight hours a day, five days a week...I earn about the same as I was....it’s pretty good.”

—Holden Worker

Successful transitions

A key focus of the OEMs was to support the workers with a successful transition, which could be transition to work, starting their own business, further study or retirement. Based on this definition, 86% of workers from the OEMs achieved a successful transition after 12 months (Figure 3.9).

Figure 3.9 Successful transition: average of OEMs



SOURCE: WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? – ACIL ALLEN & WALLIS CONSULTING

FORD: 3-MONTH SURVEY (N=364) / 6-MONTH SURVEY (N=179) / 12-MONTH SURVEY (N=148)

TOYOTA: 3-MONTH SURVEY (N=1309) / 6-MONTH SURVEY (N=1672) / 12-MONTH SURVEY (N=2495)

HOLDEN: 3-MONTH SURVEY (N=772) / 6-MONTH SURVEY (N=800) / 12-MONTH SURVEY (N=843) DATA DRAWN FROM MULTIPLE SOURCES: ACIL ALLEN / WALLIS PRIMARY RESEARCH AS WELL AS ESTIMATES FROM OTHER SOURCES. WHERE ESTIMATES HAVE BEEN COMBINED TO FORM 'TOTALS' OR AN AVERAGE, THESE ARE WEIGHTED EVENLY ACROSS THE VARIOUS SOURCES.

Starting own business

The attractive redundancy packages available to OEM workers meant that they were almost three times as likely to start their own business as their supply chain counterparts (5% compared with 2% respectively). This rate of business start-up is also higher than the equivalent outcomes for the Australian labour market as a whole at 3.4%.⁹

Each of the OEMs had programs to support workers starting their own business including advice on the use of redundancy payments for purchasing a business. Workers also had access to the Australian Government's New Enterprise Incentive Scheme (NEIS), which provides small business advice, training and mentoring for those interested in starting a small business.

⁹Australian Government, Department of Industry, Innovation, Science, Research and Tertiary Education (2012), Australian Small Business: Key Statistics and Analysis

CASE STUDY 3.2



Supporting opportunities in growth sectors

Through the DRIVE program, Toyota supported workers to make informed career decisions. Toyota coordinated career days and information sessions, where industry groups and employers highlighted career opportunities and the work environment within their respective industries.

Through individual career advice sessions, a number of workers identified an interest in working in the healthcare and social assistance sector. Toyota worked with registered training organisations offering work placements in local health facilities, to deliver training and practical work experience with prospective employers. A number of Toyota workers went on to retrain and gain employment as nurses, theatre technicians, non-emergency patient transport officers and health services assistants.

IMAGE SOURCE: TOYOTA AUSTRALIA

Retirement

The transition to retirement was recognised by the OEMs and counsellors as a successful transition for those workers who identified this as their preferred pathway, with workers supported to make informed decisions. The transition programs were designed to support workers in assessing their financial and personal circumstances and 'retire with confidence'. Men's Sheds and other community supports were also established to help former workers maintain contact with their past colleagues, and to continue their contribution to the community. Around 10% of OEM workers indicated they had retired 12 months after exit.

As well as individual support, Toyota's DRIVE program hosted a variety of information sessions and workshops open to all affected workers. For workers aged 55 or over who were choosing to retire, DRIVE also provided a comprehensive retirement preparation program covering a range of topics, including study, community involvement, social activities and volunteering.

An analysis of Ford workers found that those who chose to retire at 3-months remained retired at 6 and 12-months indicating that they had made the 'right' decision.

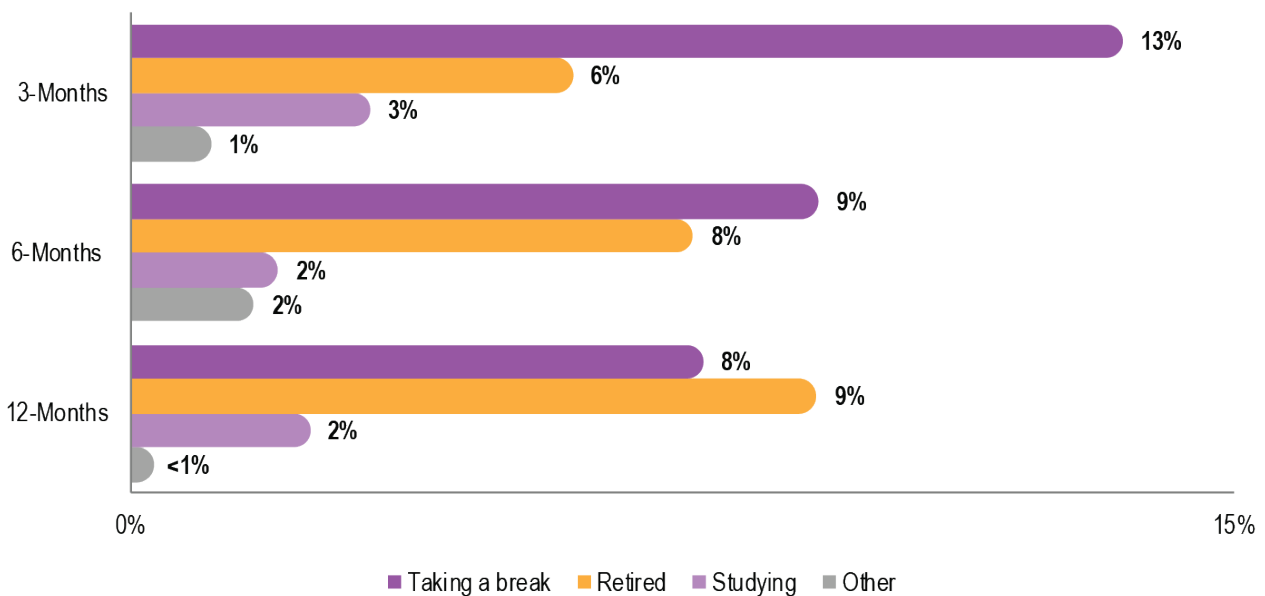
Those not in the workforce

Given the timing of plant closures in October 2016 and October 2017, many workers took the opportunity to have a break, especially over the Christmas period and January school holidays, and did not return to job searching until February of the following year. Workers were advised of the time required to secure a new job and were encouraged to commence job search as soon as possible. However, the timing of retrenchment and access to a redundancy payment meant that between 9% and 22% of workers were still taking a break at the 3-month mark, with an average of 13%. This reduced to 8% still taking a break at the 12-month stage (Figure 3.10).

Those workers that were older with less family or financial responsibilities were more inclined to take a break.

At the 12 month stage, around 9% of workers chose to retire, an increase from 6% at the 3-month stage as workers reassessed their position and job opportunities. Around 2% of workers on average were undertaking some form of study at the 12-month stage.

Figure 3.10 Those not in the workforce: average of OEMs



SOURCE: WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? – ACIL ALLEN & WALLIS CONSULTING

FORD: 3-MONTH SURVEY (N=406) / 6-MONTH SURVEY (N=209) / 12-MONTH SURVEY (N=167)

TOYOTA: 3-MONTH SURVEY (N=1675) / 6-MONTH SURVEY (N=1889) / 12-MONTH SURVEY (N=2763)

HOLDEN: 3-MONTH SURVEY (N=844) / 6-MONTH SURVEY (N=849) / 12-MONTH SURVEY (N=874)

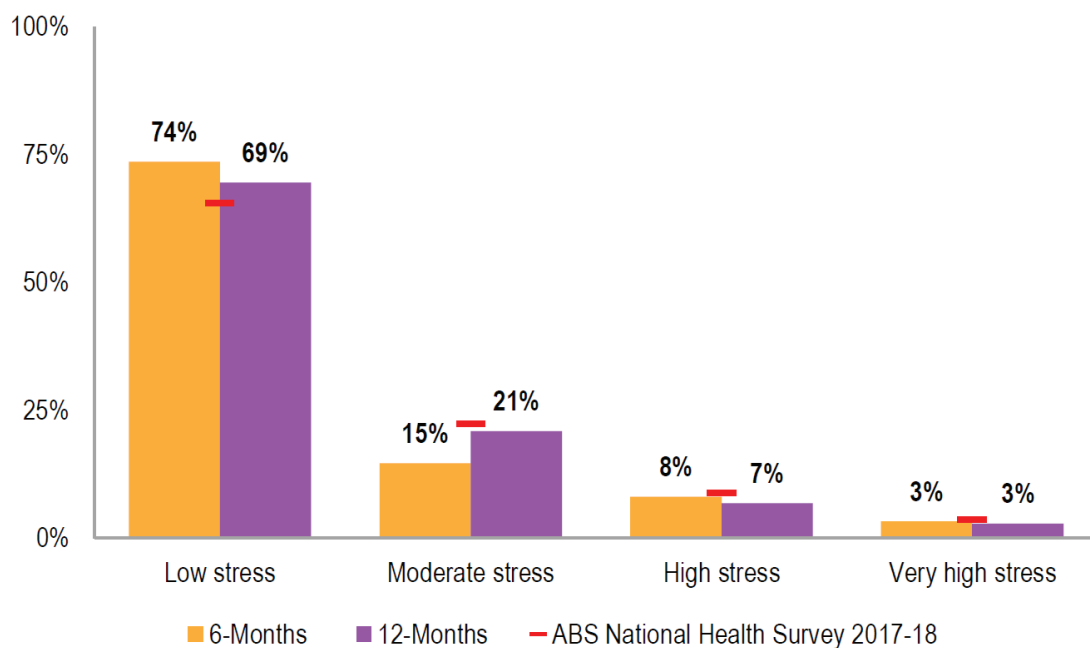
DATA DRAWN FROM MULTIPLE SOURCES: ACIL ALLEN / WALLIS PRIMARY RESEARCH AS WELL AS ESTIMATES FROM OTHER SOURCES. WHERE ESTIMATES HAVE BEEN COMBINED TO FORM 'TOTALS' OR AN AVERAGE, THESE ARE WEIGHTED EVENLY ACROSS THE VARIOUS SOURCES.

Health and wellbeing outcomes (OEMs)

The health and wellbeing of the Ford workers was assessed through the 6 and 12 month surveys. The majority of workers reported low stress levels at 6 and 12 months and stress levels were generally at or below the national average as measured by the ABS National Health Survey¹⁰.

While moderate stress levels increased at 12 months from 15% to 21%, the mental health and wellbeing of the Ford workers remained around the level for the population at large. This was a positive outcome given the significant change faced by many workers, and the fact that many had been employed at Ford for almost 20 years.

Figure 3.11 Health and wellbeing: Ford only*



SOURCE: IN THE PAST 4 WEEKS, HOW OFTEN DID YOU FEEL...? – ACIL ALLEN & WALLIS CONSULTING

FORD: 6-MONTH SURVEY (N=246) / 12-MONTH SURVEY (N=177)

RESPONDENTS WHO REFUSED TO ANSWER HAVE BEEN EXCLUDED FROM THE DATA

ABS NATIONAL HEALTH SURVEY 2017-18

*A HEALTH AND WELLBEING SURVEY POST-CLOSURE USING THE K10 SCALE WAS NOT UNDERTAKEN BY HOLDEN OR TOYOTA

¹⁰ ABS National Health Survey 2017-2018

Toyota also monitored the health and wellbeing of their workers. The majority of their workers (around 74%) reported good emotional health at 3, 6 and 12 months, with confidence levels at 66% at 3-months rising to 79% at 12-months post-closure.

The mental health outcomes of OEM workers at 12 months is a marked difference from previous car plant closures, where the mental health of retrenched workers fell noticeably relative to the general population in the first 12 to 18 months after retrenchment, followed by a recovery to population norms.¹¹ This may, in part, reflect that Toyota and Holden, for example, invested heavily in mental health and wellbeing services across the business such as gym facilities and health related workshops, and through their Employee Assistance Programs and other services post-closure.

Toyota ran a 'Mental Health First Aid' training program for more than 80 managers and supervisors, to equip them with the knowledge and tools to support themselves and others during this time of significant change. This was complemented by wellbeing awareness workshops offered across the business, teaching practical ways to 'unhook' difficult feelings and how to practice mindfulness to reduce stress. Toyota's Employee Assistance Program provided free access to professional counselling support for a limited number of consultations, to discuss personal, financial or work related issues. Services were voluntary, independent and confidential. For a significant time following the closure of the Altona site, these services continued to be available to all departed employees.

Notwithstanding this, the mental health of workers was a key ongoing focus, especially those who were unsuccessful in securing employment after 12 months. To address this, some workplaces provided resilience training for workers, as well as ongoing health and wellbeing support through the outplacement centres and through services such as Beyond Blue.

The relatively low stress levels of workers, even at 12-months, highlights the benefits of the long transition and the substantial support that was available including health and wellbeing support for workers.

Many faced uncertainty from the closure but were able to find the support required:

"It's a huge shift... you're doing the same thing every day, you're in the same routine, to then have it pulled out from under you ... I know that with [PARTNER] money is getting close to being gone, given that he had to buy a car and whatever, he's becoming quite stressed out, and then not having the stability at his job it's just hard... it takes its toll."
—Holden Partner

"...I have been getting...butterflies, a bit of anxiety stuff, so it hasn't been really easy to transition, but I've been pushing myself to do it...if I ever needed help she could refer me to someone."
—Holden Worker

Some still struggled with multiple issues such as physical and mental health:

"...sometimes I go to my GP ...very depressed sometimes...because I come from overseas and when I had a job I keep really busy...it is cloudy outside and cloudy inside, not good."
—Toyota Worker

¹¹ Beer, A., Thomas, H. (2008) *A tale of two cities: Auto plant closures and policy responses in Birmingham and Adelaide. Policy Studies*



CASE STUDY 3.3

Having a break

After the Ford plants closed in October 2016, some workers decided to take some time off rather than start looking for work straight away. A partner of an ex-Ford worker explained that they decided after working for so many years, to take time out to go on an overseas holiday to catch up with family before looking for a new job.

Given that the holiday season was not an ideal time to be looking for work and knowing that the Outreach Centre would be open post-closure made the decision to have a break easier.

“He wanted to take a month off, he didn’t want to go and find a job straight away...I think he will eventually get something that he is happy with.”

Ford Partner

IMAGE SOURCE: ISTOCK



4

OUTCOMES ACHIEVED: THE AUTOMOTIVE SUPPLY CHAIN



It was estimated there were approximately 215 suppliers in the automotive supply chain, 140 in Victoria and around 75 in South Australia. These companies were quite diverse, with firms of varying size and capacity. Many of the Tier 1 and Tier 2 suppliers were contractually committed to continue production until the closure of the car plants, while other companies had greater flexibility and had diversified into other industry sectors.

In South Australia, around 20 of the 75 companies in the automotive supply chain closed, with many of the others having started a process of diversification some years prior. In Victoria, it is estimated that around 26 of the 140 automotive supply chain companies closed and around 25

downsized. The long lead time prior to closure, along with extensive government funding and support, provided the opportunity for many Tier 2 and 3 suppliers to diversify.

The larger Tier 1 suppliers had resources and programs to support the transition of workers while smaller suppliers did not have dedicated human resource functions to significantly assist with the transition of their workers.

For the above reasons, and given the extensive support provided to the OEM workers by their employers, the Australian Government and Victorian and South Australian State Governments primarily focussed their services on supporting supply chain workers and firms.

Demographic profile (Supply Chain workers)

The overall demographic profile of workers in the automotive supply chain (**Figure 4.1**) was relatively similar to workers in the OEMs. However, there were some significant differences and a comparison between the supply chain workforce that accessed the Australian Government's Automotive Industry Structural Adjustment Programme (AISAP) with the OEM workforce highlights these differences.

The profile of the workers in the supply chain highlighted the need for a broad range of support that was tailored to the individual needs of workers.



Slightly older with 51% of workers in the 50-69 age group compared with 46% for OEMs



Generally better qualified with 67% having a post-school qualification compared with 58% for OEMs



Higher proportion of females in the supply chain at 19% compared with 10% in the OEMs.

Figure 4.1 Profile: Supply Chain workers at 3-months

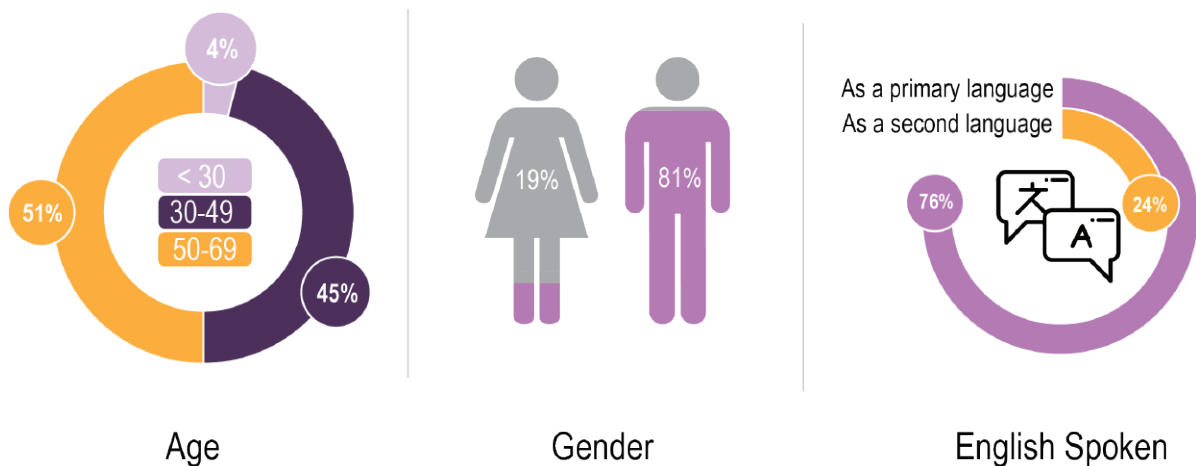
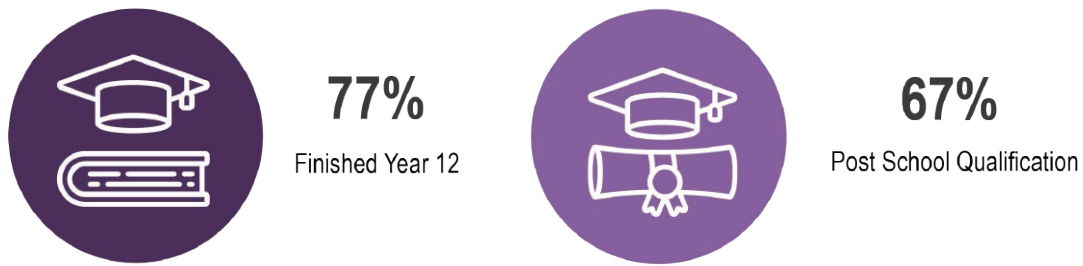


Figure 4.2 Education profile: average of supply chain at 12-months



SOURCE: WHAT IS YOUR HIGHEST LEVEL OF EDUCATION? - ACIL ALLEN & WALLIS CONSULTING
 AISAP: 12-MONTH SURVEY (N=495), AWITP: 12-MONTH SURVEY (N=325) , VICTORIA: NO DATA

Employment outcomes (supply chain)

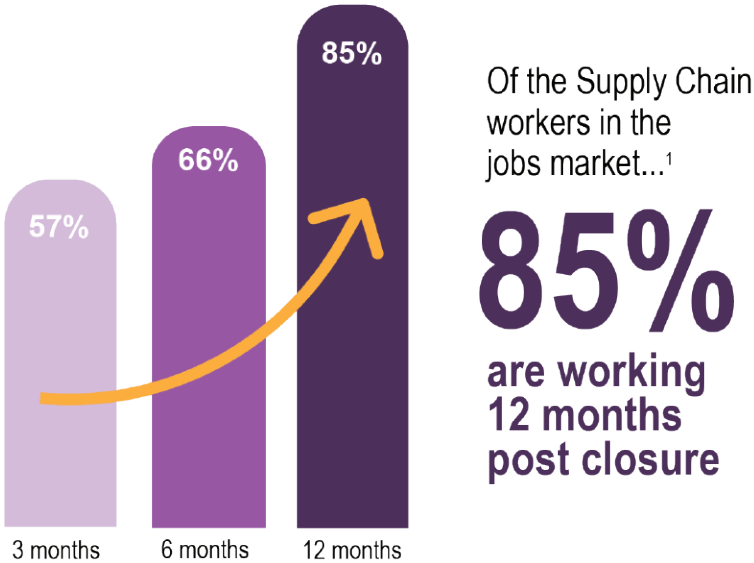
After 12 months, 83% of automotive supply chain workers were in the jobs market (that is those working plus those looking for work). Of the 17% not in the jobs market, they were retired, taking a break or studying.

The overall employment outcomes of the automotive supply chain for both Victorian and South Australian

suppliers were strong, averaging around 85% (Figure 4.3 and Figure 4.4).

Around 15% of those participating in the workforce on average were still seeking work at 12 months. Those looking for work were more likely to be aged between 50-69.

Figure 4.3 Employment outcomes over time: Supply Chain



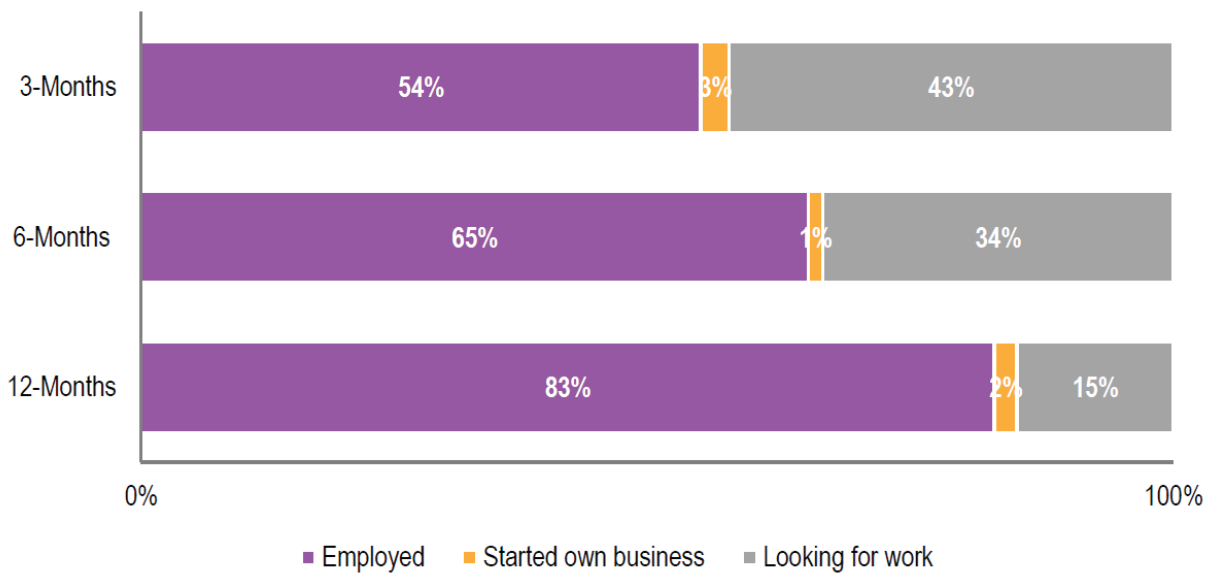
¹ 83% of the total sample is in the jobs market (this includes those working plus those looking for work) while 17% of the total sample is not in the jobs market

Around 67% of workers who had found employment completed some form of post-school study, with Certificate III the most common qualification.

Some of the differences in outcomes for the automotive supply chain compared to the OEMs are likely to be attributed to the varied profile of workers. The increased financial commitments of younger workers in the supply chain and lower redundancy payments means that fewer workers were likely to have a break.

It should be noted, that workers who had already found employment, taking a break or retired, were less likely to need or access government assistance. Only those supply chain workers that accessed government program support were approached to participate in the survey. These workers were likely to have greater barriers to employment than workers who secured work soon after retrenchment and did not access government programs and support. This may explain some of the differences in outcomes between the OEM workers and the supply chain workers.

Figure 4.4 Employment outcomes: average of Supply Chain



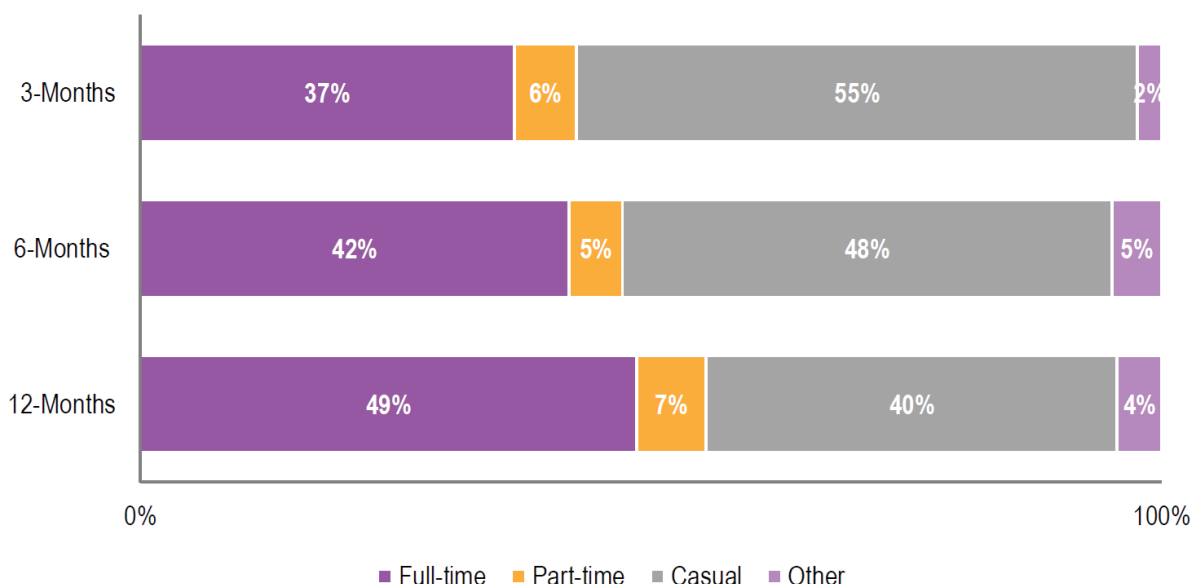
SOURCE: WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? – ACIL ALLEN & WALLIS CONSULTING
 AISAP: 3-MONTH SURVEY (N=404) / 6-MONTH SURVEY (N=561) / 12-MONTH SURVEY (N=457)
 AWITP: 3-MONTH SURVEY (N=232) / 6-MONTH SURVEY (N=208) / 12-MONTH SURVEY (N=276)
 VICTORIA: 3-MONTH SURVEY (DATA NOT INCLUDED IN AVERAGE CALCULATION) / 6-MONTH SURVEY (N=971) / 12-MONTH SURVEY (N=916)
 DATA DRAWN FROM MULTIPLE SOURCES: ACIL ALLEN / WALLIS PRIMARY RESEARCH AS WELL AS ESTIMATES FROM OTHER SOURCES. WHERE ESTIMATES HAVE BEEN COMBINED TO FORM 'TOTALS' OR AN AVERAGE, THESE ARE WEIGHTED EVENLY ACROSS THE VARIOUS SOURCES.

Transition to full-time employment more challenging for the supply chain workers

At 12 months post-closure, around 49% of those employed from the supply chain were in full-time positions, with around 47% in casual or part-time roles (Figure 4.5). A larger proportion of people from non-English speaking backgrounds were employed casually (52%) compared to those who spoke English as their primary language (44%).

The full-time employment rate for supply chain workers was substantially lower than the 58% full-time employment achieved for OEM workers. Educational background was also related to employment outcomes, with over half of the supply chain who had attained a university degree working in full-time employment, compared to less than a quarter of those who had not completed Year 12.

Figure 4.5 Employment status: average of Supply Chain



SOURCE: IS YOUR NEW JOB FULL-TIME, PART-TIME OR CASUAL?... - ACIL ALLEN & WALLIS CONSULTING

AISAP: 3-MONTH SURVEY (N=233) / 6-MONTH SURVEY (N=358) / 12-MONTH SURVEY (N=367)

AWITP: 3-MONTH SURVEY (N=127) / 6-MONTH SURVEY (N=141) / 12-MONTH SURVEY (N=223)

VICTORIA: 3-MONTH SURVEY (DATA NOT INCLUDED IN AVERAGE CALCULATION) / 6-MONTH SURVEY (N=1092) / 12-MONTH SURVEY (N=1187) – VICTORIAN STATE GOVERNMENT DATA

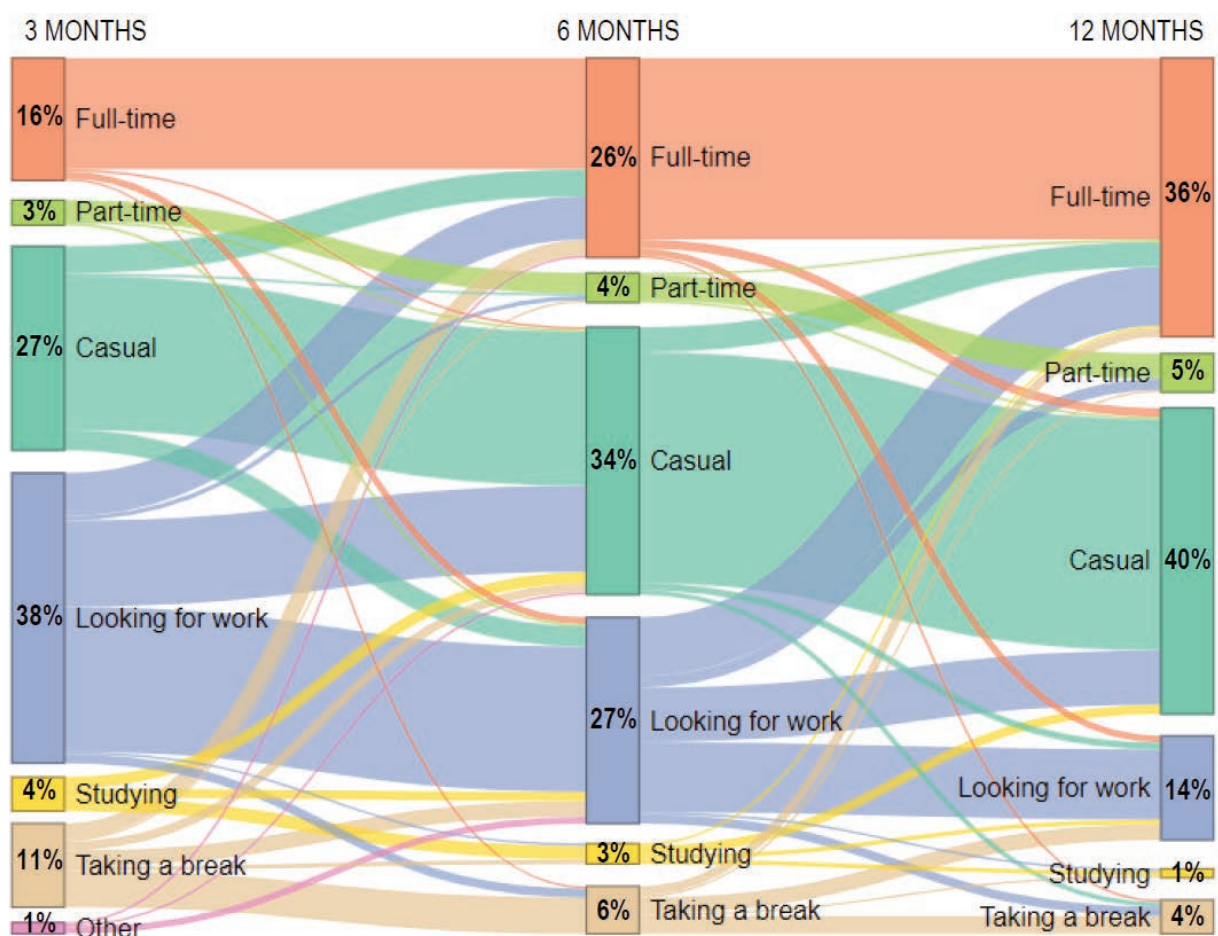
DATA DRAWN FROM MULTIPLE SOURCES: ACIL ALLEN / WALLIS PRIMARY RESEARCH AS WELL AS ESTIMATES FROM OTHER SOURCES. WHERE ESTIMATES HAVE BEEN COMBINED TO FORM 'TOTALS' OR AN AVERAGE, THESE ARE WEIGHTED EVENLY ACROSS THE VARIOUS SOURCES.

Figure 4.6 provides a graphical representation of the changes in the intentions of supply chain workers over time. The lines reflect the movement between employment status of the same individuals at the 3, 6 and 12-month stages.

At the 3 month mark, more than half of the cohort were not in employment. Encouragingly, many of those that were not working had moved into casual and full-time employment by the 6-month stage.

This trend continued at the 12-month mark, where the majority of employees were in casual or full-time work. Most who found employment at 6 months remained employed through to the 12-month mark with very few movements out of employment over the 12-month period.

Figure 4.6 Employment status over time: AISAP and AWITP only (longitudinal data)



SOURCE: IS YOUR NEW JOB... - ACIL ALLEN & WALLIS CONSULTING
 AISAP: 3-MONTH SURVEY (N=207) / 6-MONTH SURVEY (N=207) / 12-MONTH SURVEY (N=207)
 AWITP: 3-MONTH SURVEY (N=134) / 6-MONTH SURVEY (N=135) / 12-MONTH SURVEY (N=135)

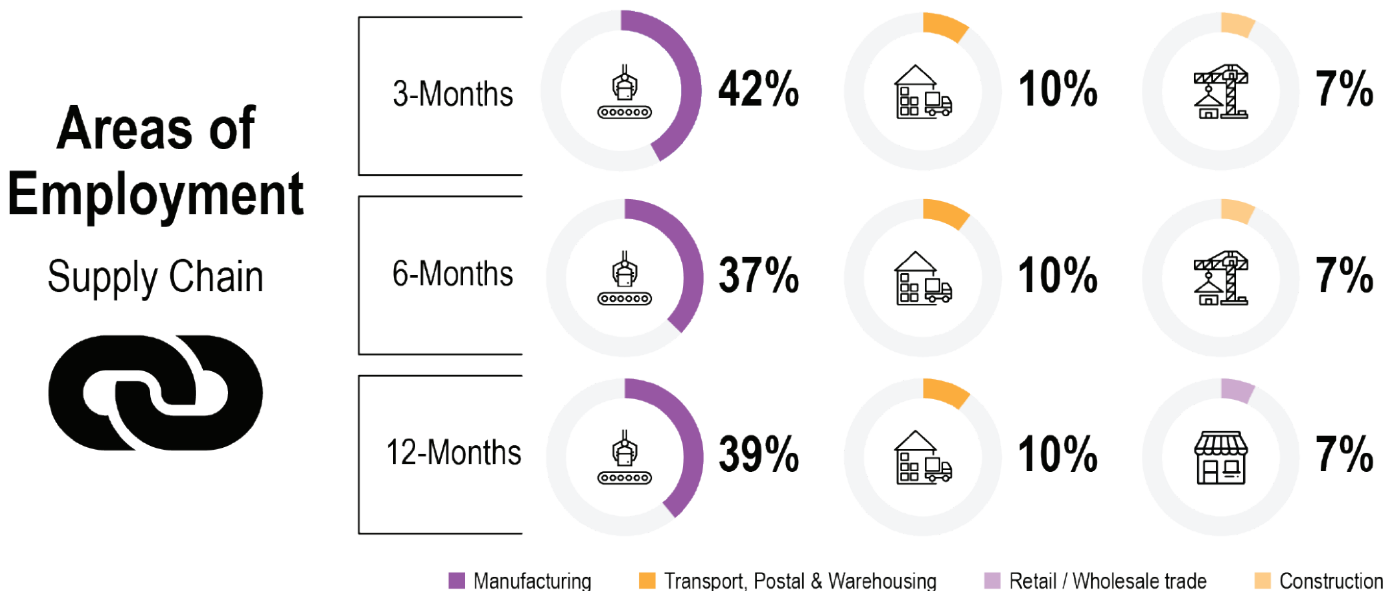
Industry sectors of employment

Manufacturing sector still a significant employer for automotive supply chain workers

As with workers exiting the OEMs, the main employment opportunities for workers in the supply chain were in manufacturing, transport and logistics, and retail or wholesale trade. These collectively accounted for 56% of employment outcomes at 12 months (**Figure 4.7**).

For supply chain workers, a higher proportion secured employment in administrative and support services as well as accommodation and hospitality, which may reflect the higher proportion of females in the supply chain. Women were more likely to work in health care and social assistance (19%) compared to men (4%). At 12-months, over a third of workers indicated that the work that they were doing was more skilled (36%) than 6 months previously.

Figure 4.7 Top four areas of employment: average of supply chain



SOURCE: WHAT DOES YOUR EMPLOYER MAKE OR DO? - ACIL ALLEN & WALLIS CONSULTING
 AISAP: 3-MONTH SURVEY (N=239) / 6-MONTH SURVEY (N=360) / 12-MONTH SURVEY (N=375)
 AWITP: 3-MONTH SURVEY (N=127) / 6-MONTH SURVEY (N=141) / 12-MONTH SURVEY (N=231)
 VICTORIA: 3-MONTH SURVEY (N=266) / 6-MONTH SURVEY (N=503) / 12-MONTH SURVEY (N=831)
 DATA DRAWN FROM MULTIPLE SOURCES: ACIL ALLEN / WALLIS PRIMARY RESEARCH AS WELL AS ESTIMATES FROM OTHER SOURCES. WHERE ESTIMATES HAVE BEEN COMBINED TO FORM 'TOTALS' OR AN AVERAGE, THESE ARE WEIGHTED EVENLY ACROSS THE VARIOUS SOURCES.

Training support for workers

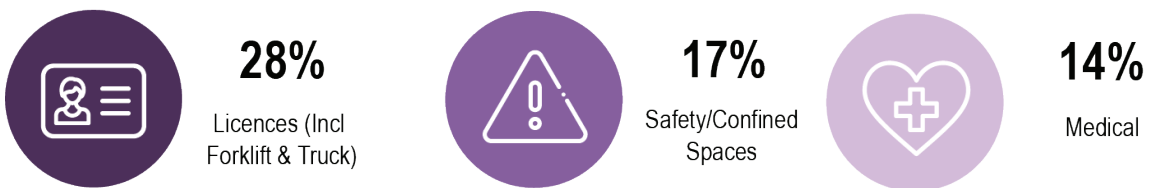
Support for training or reskilling for the supply chain was provided by employers where possible, and through Australian and State government support programs and services.

A broad suite of training options were available, ranging from skill sets, licencing to full VET qualifications. Around 29% of workers undertook some form of additional training

by the 12 month mark. The most common form of training was for licences (including Forklift and Truck 28%), followed by safety and confined spaces training (17%).

Medical/caring training accounted for 14% of training undertaken at the 12 month mark which includes Certificate III training in areas such as aged care, childcare and disability support.

Figure 4.8 Top three areas of training at 12 months (AISAP and AWITP only)



SOURCE: COULD YOU BRIEFLY DESCRIBE THE TRAINING OR RESKILLING? (MULTIPLE RESPONSE) – ACIL ALLEN & WALLIS CONSULTING
 AISAP: 12-MONTH SURVEY (N=117)
 AWITP: 12-MONTH SURVEY (N=119)

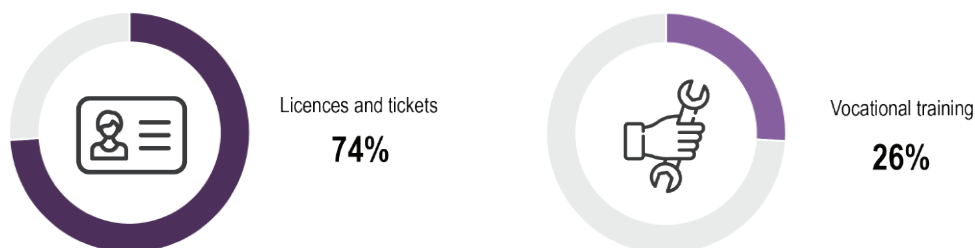
Training in the automotive supply chain matched a similar profile to that at Toyota. Around 74% of the training undertaken by supply chain workers who accessed training in South Australia was for licences or tickets and 26% was for full vocational training qualifications (**Figure 4.9**).

At 12 months after retrenchment, around 7% were still undertaking study. Workers under the age of 30 were among the most likely to still be studying 12-months after exiting, with a higher proportion of females still in study or training compared to males (6% and 2% respectively).

At 12-months, 41% of supply chain respondents reported they did not require any additional assistance from their government service provider to help them find a job. Of those requiring some form of additional assistance there was still a moderate demand for further support with training or foundation skills (23%).

Around 74% of supply chain workers received a redundancy payment from their employer, with 15% reporting they intended to spend their payment on training and skills development.

Figure 4.9 Training undertaken at 12 months (South Australia Supply Chain)



SOURCE: SOUTH AUSTRALIAN DEPARTMENT OF STATE DEVELOPMENT: (N=695)

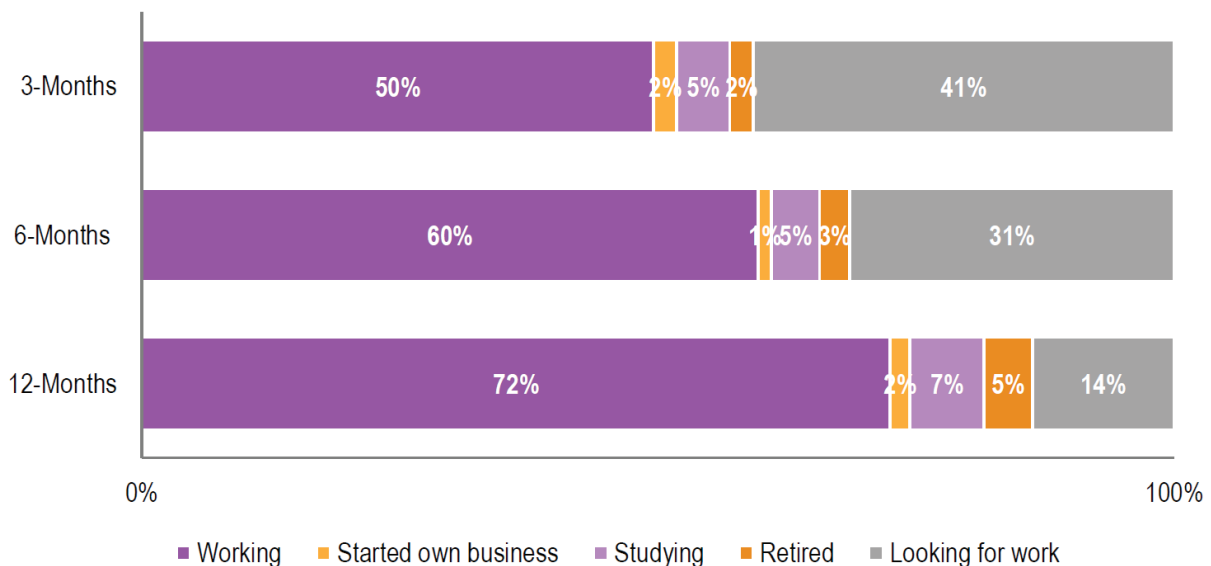
Successful transitions

As with the OEMs, the support offered by the Australian, Victorian and South Australian Governments to the supply chain was focussed on supporting workers for a successful transition – which for most workers was securing another job, but for some meant further study, starting their own business or moving into retirement. The support offered to companies to assist them to diversify also helped to reduce overall job loss numbers.

After 12-months, around 86% of the supply chain workers achieved a successful transition (**Figure 4.10**).

Of those still looking for work after 12-months, most knew what type of job they wanted, with 70% being at least slightly confident that they would find a job within the next 12-months.

Figure 4.10 Successful transition: average of Supply Chain



SOURCE: WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? – ACIL ALLEN & WALLIS CONSULTING

AISAP: 3-MONTH SURVEY (N=421) / 6-MONTH SURVEY (N=582) / 12-MONTH SURVEY (N=474)

AWITP: 3-MONTH SURVEY (N=262) / 6-MONTH SURVEY (N=226) / 12-MONTH SURVEY (N=303)

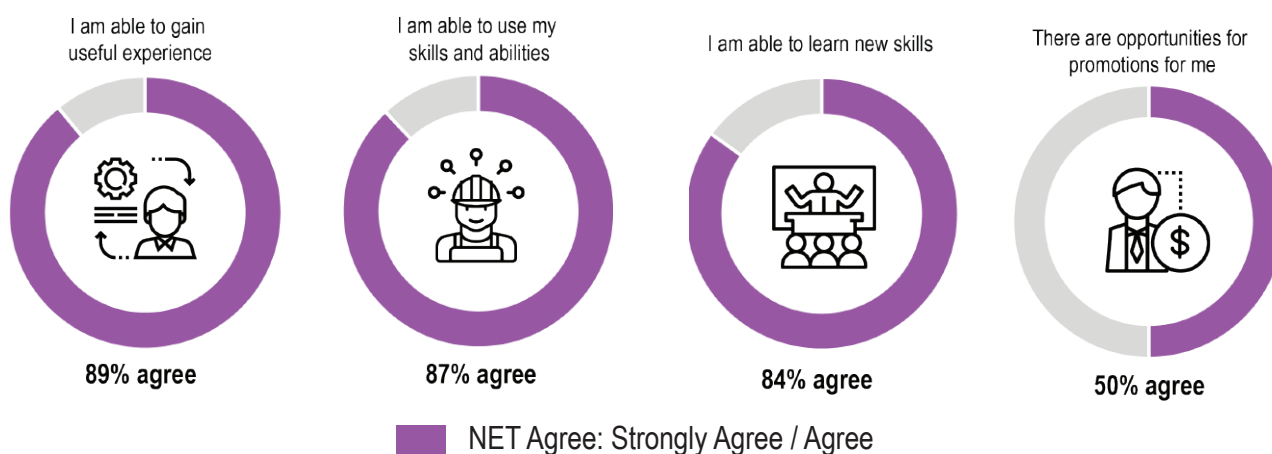
VICTORIA: 3-MONTH SURVEY (DATA NOT INCLUDED IN AVERAGE CALCULATION) / 6-MONTH SURVEY (N=1092) / 12-MONTH SURVEY (N=1187) – VICTORIAN STATE GOVERNMENT DATA

DATA DRAWN FROM MULTIPLE SOURCES: ACIL ALLEN / WALLIS PRIMARY RESEARCH AS WELL AS ESTIMATES FROM OTHER SOURCES. WHERE ESTIMATES HAVE BEEN COMBINED TO FORM 'TOTALS' OR AN AVERAGE, THESE ARE WEIGHTED EVENLY ACROSS THE VARIOUS SOURCES.

Perceived skills and opportunities in new job

A number of attitudinal questions were asked of the supply chain workers to assess their new job experience. There were very high levels of agreement in relation to their ability to gain useful experience, transfer their skills from their former automotive jobs, as well as opportunities to learn new skills in their new job. Opportunities for promotion were perceived to be limited (Figure 4.11).

Figure 4.11 Successful transition: average of supply chain



SOURCE: IN MY JOB, HOW STRONGLY DO YOU AGREE OR DISAGREE THAT... - ACIL ALLEN & WALLIS CONSULTING
 AISAP: 12-MONTH SURVEY (N=323), AWITP: 12-MONTH SURVEY (N=194), VICTORIA: NO DATA

CASE STUDY 4.1

Transitioning to employment growth areas

During his time working in the supply chain, Barry trained to become one of two on-site Advanced Level III Workplace First-Aiders. After finishing work at the company he had worked at for 33 years, Barry decided to undertake a Certificate III to become an Operating Theatre Technician in a hospital. Since conducting that initial training, the medical field has always fascinated him and the transition into a 'growth industry' felt like a logical one to him.

"There's only a few things left now in Australia, hospitality, tourism, and obviously medical being either aged care or in a hospital – so it was really a no brainer, having the interest in the medical side of things and having that Advanced Level III, it was really like a no brainer to go ahead and pursue that"

Supply Chain Worker

Working locally still important to most

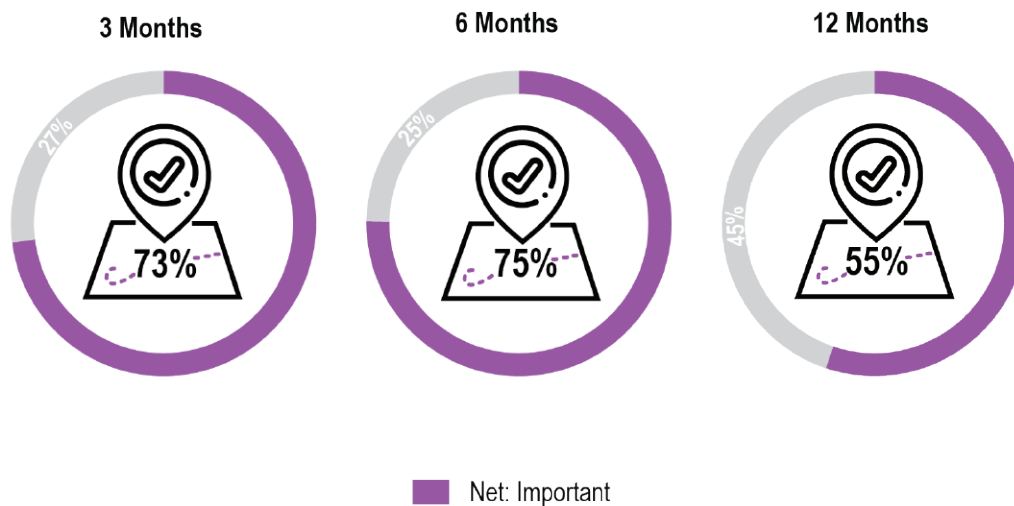
The location of work, while important initially, declined over time as workers were more prepared to travel to secure employment (see **Figure 4.12**). The location of work was important for 75% of those surveyed at 6 months, declining to 55% at 12 months. As was also the case with Mitsubishi, there was initially a strong preference for work within the local region and a reluctance to commute long distances for work. Based on this, part of the transition advice for these workers was to try to change worker expectations regarding the location of future work, and influence their preparedness to travel to secure employment.

While working locally was a preference, workers were prepared to travel for the right job:

“I’d prefer not to have to travel more. I think if it was like afternoon shifts or night shifts travel is less important, or if it’s really early in the morning it’s nicer to be closer to home, and obviously petrol and traffic and everything but if it was like a dream job or something then I think I’d be a lot more motivated to travel.”

—Supply chain worker

Figure 4.12 Location of work: average of supply chain (AISAP and AWITP only)



SOURCE: HOW IMPORTANT IS IT THAT YOUR NEW JOB IS CLOSE TO YOUR HOME? - ACIL ALLEN & WALLIS CONSULTING:
AISAP: 3-MONTH SURVEY (N=214) / 6-MONTH SURVEY (N=221) / 12-MONTH SURVEY (N=103)
AWITP: 3-MONTH SURVEY (N=167) / 6-MONTH SURVEY (N=98) / 12-MONTH SURVEY (N=69)
VICTORIA: NO DATA



Job search and other assistance post-closure

The Australian, Victorian and South Australian Governments had a number of programs to provide ongoing support to supply chain workers in finding employment. At 12 months, 41% of supply chain respondents reported they did not require any additional assistance from their government service provider to help them find a job. Of those who mentioned requiring some form of additional assistance, there was still a moderate demand for assistance with finding work (45%). Over half (58%) agreed that the assistance from their provider has improved their chances of finding a job.

Outlook of those still looking for work at 12 months

Those looking for work after 12 months had a very positive outlook with almost all (99%) in agreement about wanting to work, and 87% knowing the type of job that they were seeking. Most believed they had the skills to get the job that they wanted (88%) which is likely to be in part due to the support provided in terms of training, career advice and identification of transferable skills (Figure 4.13).

Figure 4.13 Outlook after 12 months of those looking for work (AISAP and AWITP only)



99%

I want to work



88%

I have the skills to get
the job that I want



87%

I know the kind
of job that I want

SOURCE: I AM NOW GOING TO READ OUT A FEW STATEMENTS ABOUT WORKING AND LOOKING FOR WORK AND I'D LIKE YOU TO TELL ME HOW STRONGLY YOU AGREE OR DISAGREE. - ACIL ALLEN & WALLIS CONSULTING
AISAP: 12-MONTH SURVEY (N=82), AWITP: 12-MONTH SURVEY (N=64), VICTORIA: NO DATA

Type of Work

Of those still looking for work after 12 months, nearly two thirds (60%) mentioned it was not important to stay in the same or similar type of job. Many workers were prepared to consider employment in different sectors and areas of work, highlighting the importance of raising awareness of transferable skills and job opportunities in growth sectors at a local level.

Over half (55%) stated that the assistance from their service provider post-closure improved their ability to work in a new industry or occupation. Many were aware that they had transferable skills and were willing to change career paths:

“I think there is a part of me that wants to stick to what I feel I am suited for and qualified in, but then there’s always part of you that wants to break out of that and do something different.”
—Supply Chain Worker

While a majority of those working (87%) agreed that they were able to use their existing skills and abilities in their new job, some felt that they were not working to the level that they should be:

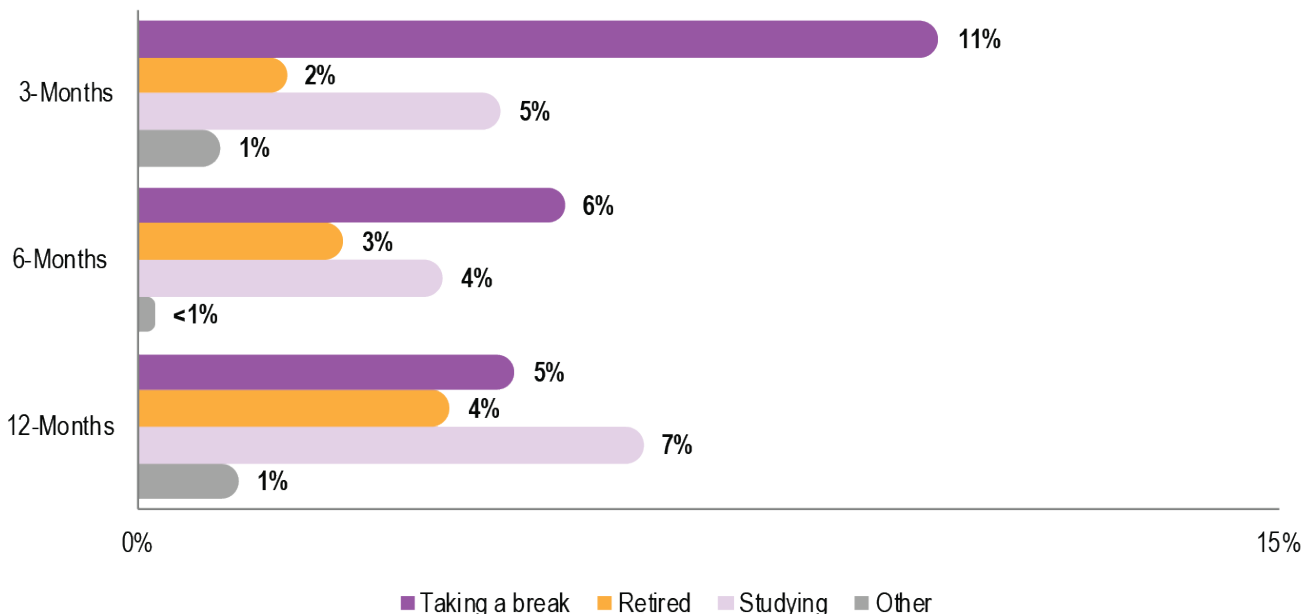
“...I’m working in a job which is not to my qualification but to survive I have to take something...whatever comes my way so I’m doing a warehouse job now driving a forklift.”
—Supply Chain Worker

Level of retirement lower in the supply chain

At 12 months after retrenchment, around 5% of workers in the supply chain were still having a break and 4% had chosen to retire (**Figure 4.14**).

The level of retirement in the supply chain, at 4%, was lower than the average of 9% for the OEMs, most likely reflecting both the younger age profile and the fact that many supply chain workers did not receive a significant redundancy package. Those supply chain workers who did receive a redundancy package were more likely to be older (59%) and retired (4%) after 12 months compared to those who didn’t.

Figure 4.14 Persons not in the labour force: average of supply chain



SOURCE: WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? – ACIL ALLEN & WALLIS CONSULTING
 AISAP: 3-MONTH SURVEY (N=459) / 6-MONTH SURVEY (N=600) / 12-MONTH SURVEY (N=495)
 AWITP: 3-MONTH SURVEY (N=308) / 6-MONTH SURVEY (N=248) / 12-MONTH SURVEY (N=325)
 VICTORIA: 3-MONTH SURVEY (DATA NOT INCLUDED IN AVERAGE CALCULATION) / 6-MONTH SURVEY (N=1157) / 12-MONTH SURVEY (N=1288)
 DATA DRAWN FROM MULTIPLE SOURCES: ACIL ALLEN / WALLIS PRIMARY RESEARCH AS WELL AS ESTIMATES FROM OTHER SOURCES. WHERE ESTIMATES HAVE BEEN COMBINED TO FORM 'TOTALS' OR AN AVERAGE, THESE ARE WEIGHTED EVENLY ACROSS THE VARIOUS SOURCES.

Health and wellbeing outcomes (supply chain)

Overall, most workers in the supply chain (68%) reported low stress at 12 months, this was an improvement on the 3 month outcome where 62% of workers reported low stress. While support was available for supply chain workers to access resilience training and counselling, the uptake of this support appeared to be lower in the supply chain. This was, in part, because of the small size of many of the companies and not having the benefits of a dedicated outplacement centre where providers could visit or base their staff.

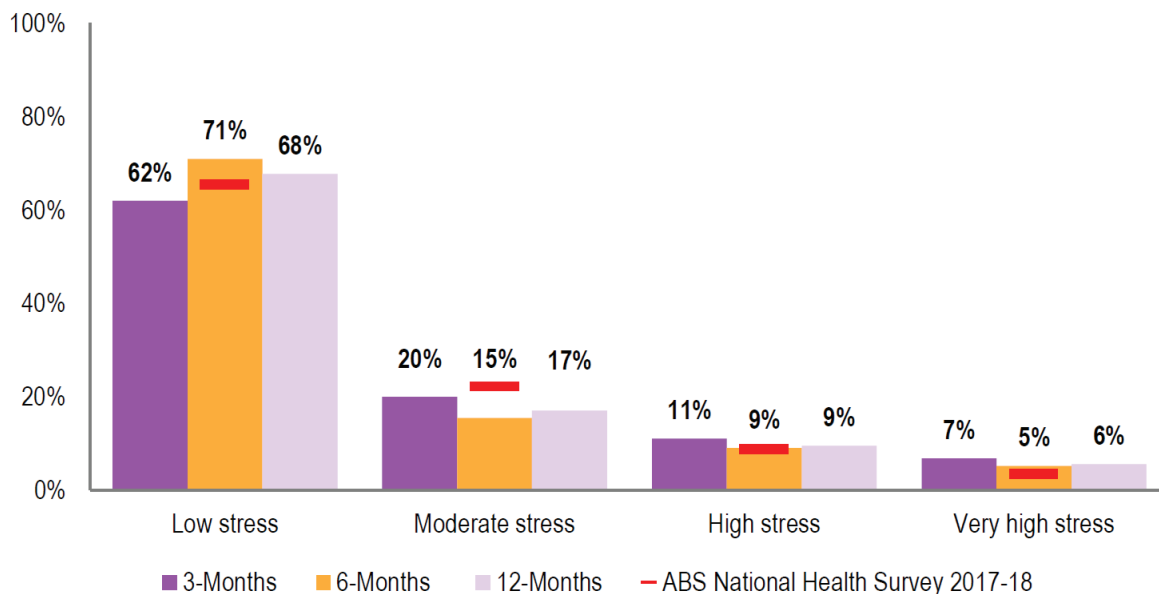
“Now it’s a very hard period, you know from the time you’ve been retrenched, it’s like I don’t know what will be the next step, whether life will come back to normal or not, that’s a question mark...”

—Supply Chain Worker

At 12 months, supply chain workers showed a slight decrease in moderate and higher stress levels compared to 3 months. Those who reported high or very high levels of stress were more likely to be still looking for work after 12 months compared to those who had already found work. The majority of people working reported low levels of stress after 12 months, however those working casually were more likely to report moderate or high levels of stress (30%) than those working full-time or part-time (21% and 19%, respectively).

The overall level of stress of supply chain workers was similar to, or below the level reported by the population as a whole based on the ABS National Health Survey (2017-18) (Figure 4.15).

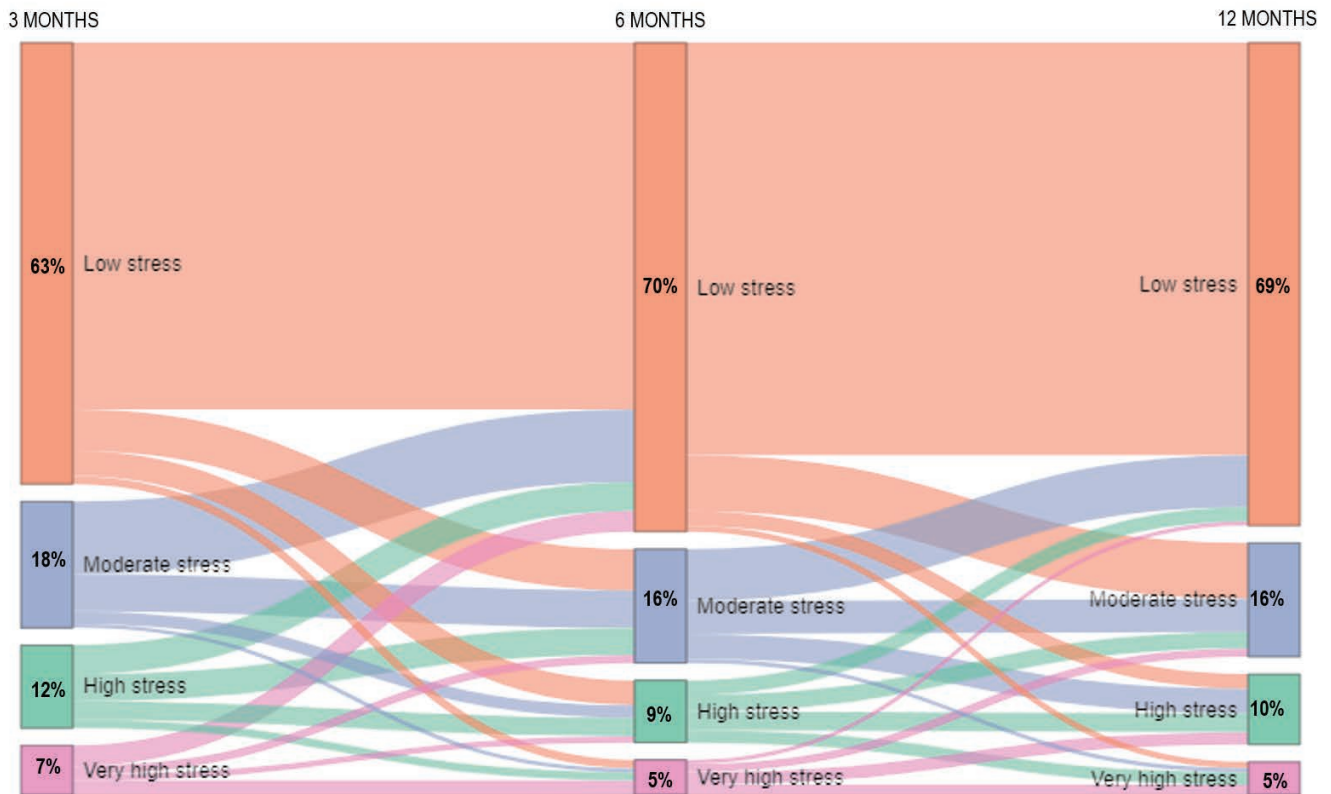
Figure 4.15 Health and wellbeing: average of supply chain (AISAP and AWITP only)



SOURCE: IN THE PAST 4 WEEKS, HOW OFTEN DID YOU FEEL...? – ACIL ALLEN & WALLIS CONSULTING
 AISAP: 3-MONTH SURVEY (N=415) / 6-MONTH SURVEY (N=546) / 12-MONTH SURVEY (N=468)
 AWITP: 3-MONTH SURVEY (N=294) / 6-MONTH SURVEY (N=234) / 12-MONTH SURVEY (N=313)
 VICTORIA: NO DATA
 *RESPONDENTS WHO REFUSED TO ANSWER HAVE BEEN EXCLUDED FROM THE DATA
 ABS NATIONAL HEALTH SURVEY 2017-18

Longitudinal tracking of individual stress levels over 12 months encouragingly finds that the largest proportion of supply chain workers experienced low stress, equally that the very high stress group declined over the same period (Figure 4.16).

Figure 4.16 Health and wellbeing over time: (AISAP and AWITP Only) longitudinal data



SOURCE: IN THE PAST 4 WEEKS, HOW OFTEN DID YOU FEEL...? – ACIL ALLEN & WALLIS CONSULTING
 AISAP: 3-MONTH SURVEY (N=198) / 6-MONTH SURVEY (N=198) / 12-MONTH SURVEY (N=198)
 AWITP: 3-MONTH SURVEY (N=140) / 6-MONTH SURVEY (N=140) / 12-MONTH SURVEY (N=140)
 VICTORIA: NO LONGITUDINAL DATA
 *RESPONDENTS WHO REFUSED TO ANSWER HAVE BEEN EXCLUDED FROM THE DATA

Resilience training

The South Australian Health and Medical Research Institute (SAHMRI) provided resilience training to workers at Tier 1 suppliers Futuris and Hirotec servicing Holden in Adelaide.

The wellbeing and resilience training used the PERMA model encompassing – Positive Emotion, Engagement, Relationships, Meaning, Accomplishment PLUS Physical Activity, Nutrition, Sleep and Optimism. To measure outcomes SAHMRI surveyed all workers to assess wellbeing prior to the delivery of the training and this was remeasured following the training to assess

the effectiveness of the program after the 14-weekly delivery. A number of staff members were also trained to continue to deliver the resilience training.

SAHMRI reported that the resilience and wellbeing training at Futuris resulted in a:

- ▲ 12% increase in the resilience of workers
- ▲ 39% reduction in absenteeism
- ▲ 18% reduction in lost time injuries
- ▲ 25% reduction in performance management cases.



This chapter highlights the key best practice findings from the transition support provided to the automotive workers. A summary is provided below with further details on the how the services were delivered in this chapter and in Chapter 2 – Summary of Services Offered.



Early notification of closure with extensive lead time

- ▲ Early notification enables the successful planning and implementation of transition support by all stakeholders. It also provides considerable benefits for firms in managing a successful transition
- ▲ Encourage workers to make use of the lead time to explore their career transition, training and employment options. Ensure training is available, promoted as early as possible, and encourage workers to engage early.



Strong governance and collaboration between stakeholders

- ▲ Establish effective governance committees to oversee program design, implementation and delivery, the coordination of services and key communication activities and resources
- ▲ Agree to standardising data collection and share feedback between stakeholders for continual improvement to programs and services.



Communicate early and often in a tailored, clear and timely way

- ▲ Communicate early and often so workers can access information when they are ready
- ▲ Tailor information to workers' needs and deliver it through a trusted intermediary
- ▲ Involve families where possible when communicating support services
- ▲ Use multiple channels to communicate, prioritising face-to-face and direct, personal contact.



Case management model

- ▲ Use case managers to deliver holistic worker-centric support that is tailored and flexible for the needs of individuals
- ▲ Use case managers that have a good understanding of the industry or organisation, are appropriately trained, are good communicators and are trusted by the workers.





Career advice

- ▲ Provide career advice tailored to the skills and aspirations of the workers and local employment opportunities
- ▲ Communicate realistic expectations on length of time to find work, salary, future job opportunities
- ▲ Provide access to assistance in the workplace, ideally alongside job search support or outplacement provider services
- ▲ Provide workers with up-to-date labour market and employment information
- ▲ Promote the transferable skills of the workers to support quicker transitions to new employment.



Training and foundational skills support

- ▲ Align training to areas of growth and jobs in demand, informed by a personalised career plan
- ▲ Funding for training should cover the full suite of qualifications including shorter skill sets, tickets and licenses
- ▲ Provide support for foundation skills such as Language, Literacy and Numeracy and Digital Literacy. Partner with industry, government and community providers as an alternative to on-site training
- ▲ Partner with quality training providers that provide flexible learning support and delivery.



Job search assistance

- ▲ Provide workers with job search information sessions and outplacement support
- ▲ Consider jobs in demand as well as the skills and attributes of the worker
- ▲ Engage with local employers to offer workers' insights into new industry sectors and introduce the workforce to potential new employers.



Financial advice and health and wellbeing support

- ▲ Provide access to financial advice to help workers make decisions on how best to use redundancy payments, the need to find new employment and retirement decision making
- ▲ Provide workers with access to health and wellbeing services, at a time and place that suits their needs
- ▲ Offer resilience training and access to broader support to workers and their families through formal and informal channels.



Post-closure services

- ▲ Provide ongoing job search support for workers post-closure, including information on ongoing support offered through government or community service providers.

Ford, Toyota and Holden provided a three year lead time between the announcement of the decision to close and the plant closures in 2016 and 2017. This is very different to what occurred with previous car plant closures, or those of many other large-scale manufacturing and industrial facilities. As an example, Mitsubishi provided seven weeks notice prior to ending manufacturing operations in March 2008. The 1,000 workers at the Hazelwood Power Station in the La Trobe Valley in Victoria were given around four months' notice prior to its closure in March 2017.

The early notification of closure and the significant lead time were key factors that enabled the successful design and implementation of programs and services to deliver career advice, training and job search support that assisted the transition of many workers. The lead time provided considerable benefits to workers, communities and the companies themselves in managing a successful transition.



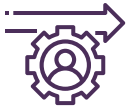
Benefits for companies

The OEMs originally had concerns that the long lead time prior to closure would negatively impact on productivity, absenteeism and quality. In fact, the opposite was the case. The long lead time allowed the OEMs to manage an orderly transition, where the transition of workers was integrated into the overall planning and operation of the business. The longer lead time also allowed the companies to plan the internal redeployment of staff into new roles or locations and the transfer of corporate knowledge to remaining staff. The OEMs were able to continue to meet, and in many cases exceed, key performance metrics such as production, quality and staff attendance.

The OEMs committed to a 'respectful transition' with a 'values driven approach' and were very conscious of their ongoing legacy and reputation. The long lead times, therefore, enabled implementation of what they believed to be best practices in terms of structural adjustment.

The OEMs were able to reaffirm with their workforce key goals such as a commitment to quality, throughout the transition. Toyota committed to: "last car = best global car" and Holden "our last car will be the best car we build". The support services implemented by the OEMs offered crucial support for workers throughout the transition process. Workers responded to these services and clear goals with strong commitment and loyalty, most of whom had worked with the company for many years and wanted to be there with pride when the last car rolled off the production line.

The long lead times also enabled many supply chain companies additional time to diversify their businesses. The Australian, Victorian and South Australian Governments used the lead time prior to closure to try to stimulate additional investment, encourage diversification and create employment opportunities in the regions most impacted by the plant closures.



Benefits for workers

For workers, the longer lead time allowed for better preparation and a detailed focus on career planning and the exploration of future job options. It allowed them to have greater control and ownership of their career planning and training, with access to a wide range of additional services such as digital literacy and resilience training. For many workers it provided time to undertake Certificate III or IV qualifications and higher education qualifications in some cases.

“Well it’s been ongoing since 2011 really, so even before this place closed or they announced closure, I started that [course], but I’ve ramped it up since they’ve announced it”

—Supply Chain Worker

The long lead times were viewed positively by many of the workers interviewed. They reported that the situation had changed from being “dire immediately after the initial announcement”, to now knowing what was next, or at least having more tools to face the future. The longer lead times also allowed workers to adjust psychologically, having time to overcome the initial shock and grief from the closure announcement to thinking and planning for the next stage in their career.

“...it was good that they told us and they gave us so much time, so people out there have just set themselves up and now they’re ready. Like I know at the start it was people crying, there were people upset, and those people now are probably the ones that are the most prepared and most ready to go.”

—Ford Worker

“...we just didn’t turn up one day and the gates were closed, and you don’t have a job anymore —we’ve been given 3 years’ notice so it’s not such a surprise.”

—Toyota Worker

The long lead time allowed for events to support the workers’ transition. For example, immediately prior to the cessation of Toyota’s DRIVE program, a joint information session was held, including Australian Government jobactive providers and the Victorian Skills and Jobs Centres, to link workers to other ongoing support, services and opportunities available to them.



Benefits for potential employers in the labour market

The long lead times also provided the opportunity to prepare the labour market and potential employers for the recruitment of automotive workers. Potential employers were invited to undertake tours of the plants to see first-hand the skills of the workers and processes in advanced manufacturing. These were extremely valuable for employers who better understood the workers’ significant technical and transferable skills.

The phased shut down by both Ford and Holden, plus the ability of workers to be released early if a suitable job was found, assisted the transition of workers into the workforce over a longer timeframe.



Benefits for governments

Strong governance arrangements were put in place to enable the coordination of programs across all stakeholders and joint communication of services to workers. The notification period allowed governments to work with the OEMs, supply chain companies and other stakeholders to implement programs that were tailored to the needs of the workers. It also allowed government to focus on diversification opportunities for the industry more broadly.

Government programs were designed to complement the assistance being provided directly to the workers by the OEMs and to tailor existing services to the automotive industry. The early notice allowed greater engagement with support agencies such as training and mental health and wellbeing providers. Large scale Jobs Fairs were delivered two to four months prior to closure, to provide workers with a chance to meet local employers and discuss job opportunities.



IMAGE SOURCE: FORD

INSIGHT

Insights from longer lead times

Despite the above positives, the longer lead times combined with the anxiety faced by workers meant that many workers did not fully engage in the early stages with available support. In some cases, this was due to the worker's uncertainty as to what career option to investigate. In other cases, more practical considerations affected when worker's accessed training. For example, many tickets and licences are only valid for 12-months, and therefore workers did not start training until closer to their date of departure. There was a peak in the uptake of training and other support 15 to 18 months prior to closure.

This was particularly the case in the supply chain. Several companies in the supply chain commented that the delivery of information and services were too early for their needs, as their focus was on maintaining their workforce to meet tight production schedules.



Best Practice Learning

- ▲ **Early notification enabled governance committees to successfully design, plan and implement assistance to support the transition of many workers. It also provided considerable benefits for the OEMs in managing a successful transition, and provided industry and governments with time to consider diversification or new investment options.**
- ▲ **It is important that workers are encouraged to make early use of the lead time to properly explore their career transition, training and job opportunities.**

Strong governance and collaboration between stakeholders



Coordinated delivery

The strong collaboration and cooperation between OEMs, the Australian and State Governments, unions and employment and community service providers was key to the effective and efficient delivery of the various restructuring support. This included the establishment of the National Governance Committee and Ford Transition Steering Committee at the national level and the Automotive Transition Taskforce in South Australia and the Victorian Automotive Transition Taskforce.

“What has worked well and been a “stand out” has been the collaboration and working together across government and across agencies and with OEMs.”
—Australian Government Stakeholder

CASE STUDY 5.1

Employment Facilitators

The Australian Government appointed Facilitators to provide a local, on the ground presence, in Geelong, Melbourne and Adelaide, the regions most affected by the automotive transition. The Facilitators worked directly with impacted workers to connect them with employment services, job opportunities, training and a range of other support services. The National Automotive Facilitator reported directly to the National Governance Committee, communicating on the ground feedback to industry and government decision makers. By working with affected automotive firms, the Facilitators raised awareness of available support for businesses including government funding for diversification. The Facilitators ensured a coordinated approach to service delivery by working across all levels of government and allowed individual workers and businesses to have a single point of contact.



IMAGE SOURCE: DEPARTMENT OF EDUCATION, SKILLS AND EMPLOYMENT



The value of data and information sharing

All stakeholders recognised the importance of collecting data and committed to sharing the success stories and lessons learnt to inform continual improvement of services.

Research and outcomes from previous automotive closure events, such as Mitsubishi (2008) and Bridgestone (2010), informed this response and services offered to workers. The governments' responses were similarly informed by experience and best practice in supporting workers and industry through past structural adjustment events in Australia.

Discussions held early in the transition period with key stakeholders agreed to common definitions and data collection items, standardised collection timeframes and committed to sharing information. This resulted in an agreement to survey workers at 3, 6 and 12 months post closure and to standardised reporting of outcomes.

The collection and analysis of data in the early stages of the transition allowed all stakeholders to continually adapt their programs and services in response to worker or employer feedback. Individual companies and government enhanced their services based on the success or otherwise of the other stakeholders' initiatives. A desire for continuous improvement resulted in enhanced services throughout the transition period.

As a result of this commitment to systematic data collection by all stakeholders, a number of evidence-based research studies and reports will be able to be produced to highlight the outcomes achieved and best practice in structural adjustment and worker transition support, and provide guidance for government and other stakeholders in future structural adjustment events.



Best Practice Learning

- Establishment of effective governance committees at a local level to oversee program delivery and help coordinate service delivery was essential to the effective delivery of transition programs.
- Coordination and open communication between all levels of government and key stakeholders underpinned the worker-centric focus for the delivery of services.
- Agreement of protocols for sharing of data and systematic data collection is important for identifying and making adjustments throughout the transition, but also the ability to analyse and synthesise effective practice and outcomes to inform future structural adjustment events.

A range of different strategies were used by OEMs and governments in engaging and communicating information to retrenched workers. Businesses and governments communicated early to reassure workers of the help available. Repetition of consistent messaging and information was important, particularly over extended periods of time as it provided an opportunity for workers to engage with the support available at a time that best suited them and when they are ready to act and access support.



Tailored information that is worker-centric

When delivering information to workers it was important for it to be worker-centric and tailored to their needs. In relation to programs, this required a move away from 'pushing' out services with rigid guidelines to tailoring support to meet the needs of workers, with the need for flexible program eligibility.

Services were tailored to meet the older demographic of the workforce, with the recognition that many workers had never undertaken a formal job interview. The provision of support in preparing a résumé and interview skills was particularly important, as was digital literacy training.

"My problem is my age, I think because I'm already 61 a lot of younger people will probably have preference. They (provider) told me that it's not like that at all, they said that older people are sought after because of their reliability and their professionalism and the experience that they've had, so they told me there is work out there if you're willing even at my age"

—Supply Chain Worker

Services were also tailored to the needs of the large number of workers from a non-English speaking background. Government and companies translated materials such as fact sheets in multiple languages to assist these workers to understand the assistance available.



Involving families

Engaging with partners and adult or teenage children was an effective way of delivering and reinforcing information to workers, especially those with English as a second language. This included sending letters and information to the home, inviting partners and family to the job fairs and allowing workers to bring a family member to information sessions. Family engagement also supported family unit decision making.

The South Australian Government extended their support to partners and families in the automotive supply chain, including offering resilience training to the children of retrenched workers to support families who were impacted.

Each of the OEMs hosted a range of events to engage with partners. These were useful in disseminating information about the services available and providing support in terms of counselling, financial services and health and wellbeing support. In addition, partners were able to access the counselling support provided by the OEMs.

Holden, for example, held a series of high teas for partners which included guest speakers to talk about their own experience in transition and change. The Holden Transition Centre was accessible to the public without needing to go through plant security, and proved to be an ideal venue and also provided a children's play area for families.

One worker mentioned being able to bring a friend along to one of the financial sessions, which proved to be very helpful as English was her second language.

"I brought my friend with me and then he was more helpful and explained better."

—Ford Worker



The importance of trusted intermediaries

Common feedback from many stakeholders was that workers will take advice and seek information from a credible source and those they trust. Developing trust with workers was critical to being able to communicate and promote services. Key to using trusted intermediaries was understanding the informal networks within the organisations and using people who were 'looked-up to' to assist in promoting key messages and information.

The OEMs engaged senior union shop stewards, site supervisors and team leaders to be 'champions' on the plant floor to engage with workers and communicate strategy.

A trusted intermediary could include work colleagues, as was the case with the Holden and Toyota workers who were trained as case managers to support workers. The use of case managers was highly effective in identifying specific needs and targeting support to individuals.

The building of this trust was also important for the supply chain. Government agencies and service providers engaged staff with previous automotive sector experience to engage effectively with workers and management.

Continuous relationships between workers and government service providers was also vital to build trust. For example, the Victorian Government Skills and Jobs Centres and the Career and Transition Advice Services (CTAS) provided a range of services to workers to assist them to reengage with training and the workforce. The workers themselves expressed sincere appreciation for the follow up calls and concern about their welfare. They also built on-going relationships with the service providers, and often called to update them on their latest news, such as a job offer, or to ask for advice or assistance.



Multiple channels

To effectively engage with workers, multiple channels were used including newsletters, online, via smartphone apps, SMS, telephone, face-to-face meetings, shop floor meetings, hardcopy handouts, via families, partners or spouses and events such as Job Fairs.

Dedicated Transition Centres established by the OEMs were a focal point for information and the delivery of services. Many stakeholders highlighted the effectiveness of having a presence in the workplace and being able to brief workers in person. Having a physical presence helped in communicating with workers, especially through events such as information days. This was particularly noted by those who managed staff and workers with a non-English speaking background.

Governments and community service providers also provided services on-site and at off-site centres, with some having extended hours to facilitate access by workers.

"The best part of the support has been the motivation, because a lot of people who have left, especially the people in my area, were all around my age (early to mid-50s) and you sort of think who the hell is going to employ me, and they sort of motivate you in that way. I've met a few people who have basically just given up and then I bump into them again at the Transition Centre and they're a bit more motivated, so you sort of think well this has probably kept them going."
—Holden Worker

".. just being able to sit down and speak with someone face-to-face was important and it was also easy – I was expecting to have to make an appointment and the whole bit but it's much easier than that"
—Toyota Worker

The Australian Government used the National Automotive Facilitator and Employment Facilitators as a direct point of contact for all service delivery.



Clear and timely communication and messaging

It was important to tailor and time the information and services for workers across multiple periods in the transition process.

Information on printed handouts and websites was simple and easy to follow, and in a format suitable for workers. Bureaucratic language was avoided, and information sessions took into account the ability of workers to absorb sometimes complex information about multiple services. Information was available in different languages to increase the engagement with culturally and linguistically diverse groups of workers.

An example of the timely delivery of services was the scheduling of large scale jobs fairs. These events occurred 1 to 3 months prior to the final closure dates. Workers brought along their updated résumés to engage directly with local employers. The timeframe also provided prospective employers with enough time for recruitment processes between attending the job fairs and the final release dates of the workers.

It is important to be both direct and empathetic with workers, taking into account their psychological state and the appropriate timing of support and information. Many workers were not ready immediately to engage and retain information but responded at a later stage when they were more prepared.



Coordinated delivery

It was important to outline and communicate the support available in a holistic and coordinated way, regardless of the level of Government, agency or company providing them. In Victoria and South Australia this coordination worked well with one presentation being made to workers covering the full suite of services across all stakeholders. Under a joint communication strategy the Australian, Victorian and South Australian Governments also had a single source of information for workers on services with the co-branding of fliers and information handouts.

In Victoria, Skills and Jobs Centres acted as an effective triage service by providing a “one-stop-shop” or “no wrong door” service. The Centres engaged with the workers and explained the various program eligibility requirements. They would then direct workers to appropriate additional services as required.



Realistic expectations

A key point raised by workers and service providers was the need to make sure that information being provided to workers was appropriate and realistic to their needs. This included relevant training, career and job search advice.

“The important thing is managing expectations, this is the primary challenge and the primary focus. Setting clear expectations, what is required of them, what is expected of you and the likely outcome”
—Job search provider

It was also important to communicate the right balance of ‘being well-placed to find new employment because of their transferable skills’ with the ‘potential for significant lags in securing work’. While many workers were able to transition relatively easily to new employment, a number of other workers found it more difficult to find work and felt misinformed.

Government information sessions encouraged the workers to look for a new job as soon as possible as many workers were not familiar with job application timeframes or the competitiveness of the local labour market.



IMAGE SOURCE: IMAGE SUPPLIED BY AUSTRALIAN GOVERNMENT

Case management model to deliver advice and information

All the OEMs made a substantial investment in case managers to provide a holistic worker-centric response to support the transition of workers. Case managers who had a good appreciation of the automotive sector, as well as the job market, were able to provide support that was tailored to workers skills, interests and preferences.

The case managers provided a critical coordination point for the workers. The discussions with workers helped to form a career plan that encompassed future career goals and options for retraining. They also were able to highlight how the worker's transferable skills could assist their transition to new opportunities. The case managers provided information and referrals to other programs and service providers where necessary. This included workers needing financial advice or additional health and wellbeing support. The OEMs and case managers prioritised the ability of workers to deal with a single person for their transition support.

Workers also appreciated being able to access case managers in both formal (the Transition Centres) and informal settings (such as the canteen or shop floor).

Ford provided outplacement providers as case managers at Broadmeadows and Geelong. Ford agreed to staff being able to talk to case managers by appointment during work time, which was considered important in facilitating engagement.

Toyota trained 10 staff members as case managers through a Certificate IV in Career Development, and also engaged nine external case managers through their outplacement providers.

Holden provided on-site access to a qualified career coaches through Northern Futures, Right Management and Outplacement Australia and former Holden employees who were trained to deliver transition support.



IMAGE SOURCE: HOLDEN TRANSITION CENTRE

Workers highly valued the case management provided:

"The case management work undertaken by ASA has been one of the strongest contributions. The accessibility of the case management staff and the diligence with which they have assisted impacted workers make informed choices"
—Ford Worker



Best Practice Learning

- ▶ **Case managers were a highly effective way of providing a holistic worker-centric support to address the needs of retrenched workers and providing a tailored and flexible approach to addressing their needs.**
- ▶ **The success of the case manager model relies on the individual having a good understanding of the industry or organisation, being appropriately trained, are good communicators, and trusted by workers.**

The provision of career counselling and planning services was an integral component of the services offered to workers in both OEMs and supply chain, with the key activity being the development of a career transition plan.

The Victorian Government engaged a human resource and outplacement firm to deliver a specifically tailored Career Transition and Advice Services (CTAS) to the automotive supply chain. This was in addition to the career advice and support offered by 32 Skills and Job Centres in Victoria.

In South Australia two outplacement and career transition companies developed a Career Transition Plan for Holden and automotive supply chain workers. Holden additionally employed career coaches in their transition centres. The provision of career advice and development of a career plan was likewise an integral part of the services being delivered through the Ford Transition Project and the DRIVE Program at Toyota. Toyota's funding for training was contingent on workers' having developed a personalised career plan.

Considerable attention was given to ensuring workers had realistic expectations in terms of the time it would take to find work, training options to support reskilling, the pay rates outside the automotive sector, and the part-time or casualised nature of many of the employment opportunities.

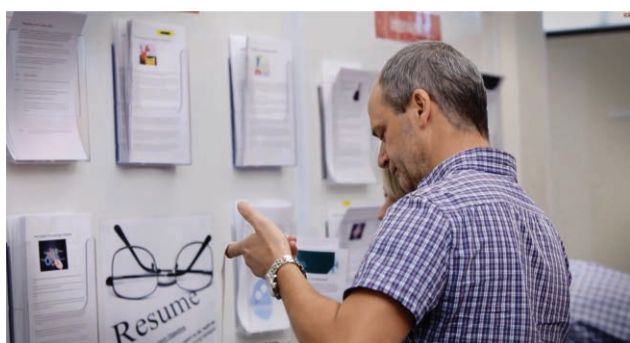


IMAGE SOURCE: IMAGE SUPPLIED BY AUSTRALIAN GOVERNMENT



IMAGE SOURCE: IMAGE SUPPLIED BY AUSTRALIAN GOVERNMENT



Up-to-date labour market and employment information

The Australian Government played an important role in providing workers with up to date information on trends in employment at a state and regional level. This included a Labour Market Information Portal and the publication of an annual publication on Australian Jobs as well as information on the What's Next? and Job Outlook websites.

Information sessions were provided to workers on-site at the car plants and in the supply chain with over 40 labour market presentations made to almost 2,500 workers. The focus of the presentations was to provide up-to-date labour market information including outlining the growth areas and industries as well as employer expectations. The information sessions were very well received, especially the matching of localised workforce data and information to local employment trends and highlighting the transferability of skills.

The sessions highlighted potential opportunities in growth areas such as aged care, with a number of interested workers being encouraged to undertake training in this area. It was also important for career advisors to consider the specific skills and attributes of the job seeker and ensure realistic and well-informed expectations about new job opportunities.

*“Need to look at both the jobs in demand as well as job satisfaction to get sustainability”
—Job search provider*



Promote transferable skills

A key practice adopted by all OEMs and a number of the suppliers and government was helping to identify and promote the transferable skills of workers.

It became apparent that automotive workers had a broad range of skills, both specific technical skills as well as soft skills, which were readily transferable and were highly regarded by prospective employers, such as:

- ▲ a strong work ethic and ability to following clear processes and guidelines
- ▲ skills in lean manufacturing and continuous improvement
- ▲ quality control and attention to detail
- ▲ ability to work to strict deadlines and under pressure
- ▲ teamwork and leadership skills
- ▲ communication and problem-solving skills
- ▲ awareness of occupation health and safety and risk
- ▲ a customer focus
- ▲ resilience.

Many workers did not appreciate the full extent or transferability of their skills to other jobs, workplaces or industries. Workers were encouraged to consider their transferable skills when drafting résumés especially where skills were relevant to other sectors that were unrelated to the automotive or manufacturing sector. As an example, teamwork, communication, a commitment to quality standards and occupational health and safety is just as relevant in an aged care setting as it was for OEMs.

Feedback from some workers was that one of the most valuable aspects of the services offered by career counsellors and case managers was the encouragement to consider different career paths and the transferability of their skills.

CASE STUDY 5.2



Quality skills transferable to aged care

Aaries worked for four years in the quality department at automotive supplier Precision Components which was a supplier to Holden and registered for the South Australian government Automotive Workers in Transition Program to help plan her future.

"I studied a course in aged care, which the program paid for."

"I am happy to say I secured a job with Estia Health where I did my placement."

"Hopefully aged care is a stepping-stone for me, so I can get in to nursing in the future."

Aaries said she will use many of the skills she gained working as a quality engineer in the automotive industry, in the growing aged care sector.

"The number one skill you need when working in quality is looking after your customers' needs" Aaries said.

"Looking after customer needs is also the most important part of working in aged care. Working in quality you need to have good communication skills which is also very important in aged care, and across all industries."

SOURCE: [HTTPS://DRIVEYOURFUTURE.SA.GOV.AU/YOUR-STORIES/AARIES-JOURNEY-AUTO-AGED-CARE/](https://driveyourfuture.sa.gov.au/your-stories/aaries-journey-auto-aged-care/)

The importance and benefits of transferable skills for automotive workers had also been highlighted by researchers at RMIT University.¹² The key findings of this research were embedded into the practices of the OEMs and were used for the design of other worker transition programs.

- Transferable skills were often poorly understood or overlooked by workers and counsellors. Attention should be paid to identifying and better understanding transferable skills
- The Australian Government invested significant resources in providing quality occupation data at a national, state and regional level to workers in the automotive manufacturing sector. This was important in assisting workers to identify growth opportunities and areas where they may find their next job
- The Australian Government also invested in the Skills Match tool, an online skills assessment tool to assist job seekers and career advisors in identifying and assessing the opportunities from transferable skills.

One of the barriers identified in automotive workers securing employment was the lack of understanding by prospective employers regarding the skills of automotive workers and the transferability of these skills. To address this the OEMs invited prospective employers to present to staff and undertake tours of the car plants where they could see first-hand the processes and skills of the workers.

¹² Snell, D., Gekara, V. and Schemuly, A. (2016) *The Occupational Mobility and Skills Transferability of Australian Auto Industry Employees: A Final Report for the Automotive Manufacturing Transition Taskforce, funded by the Australian Government Department of Education*

CASE STUDY 5.3



Engineer to STEM teacher

An engineer at Toyota researched the local job market and recognised a demand for STEM teachers in his local area. He recognised the work/life balance opportunities with lots of schools close to his home. His discussions with his Toyota DRIVE Centre case manager helped him to realise that his engineering skills would be able to transfer to teaching opportunities in maths and engineering subjects. The support provided by Toyota allowed him undertake further study while he was still working.

“I’m an engineer and I’ve retrained as a teacher, fortunately in the teaching industry there’s a lot of work available, so I’m feeling very confident, especially for the skill sets I do have as an engineer, be very employable.”

He also complemented the financial support provided by Toyota with his own funds to become a chartered engineer as well to provide more career options.

Toyota Worker

IMAGE SOURCE: ISTOCK



Redeployments and relocation

As part of the transition of their businesses from manufacturing, the OEMs redeployed and retained staff to continue working for the company in new roles. As Ford transitioned from vehicle manufacturing, the company committed to identifying opportunities for redeployment for its impacted employees. Many of these opportunities were in Ford's Product Development or National Sales Company operations. Survey data indicates that around 10% of impacted employees found new opportunities within the company. The following case study highlights how Ford worked to support its workers to take on new roles. Toyota put substantial resources and effort into relocating and redeploying workers from Sydney into a consolidated sales and marketing operation in Melbourne.

INSIGHT

Some concerns were raised regarding the potential overlap of services provided by career counsellors in the workplace, as well as services being delivered by government funded job search providers. However, it was important to ensure workers were able to access support at a time, location and through a service provider most suitable for the worker and/or their family. Efforts were made by all stakeholders to ensure consistency and simplicity when communicating the range of services available for the workers.

CASE STUDY 5.4



Redeploying

Jenny* began working in Ford's manufacturing plants in 2003 while studying engineering and design at university. Upon completing her studies, she worked in a range of manufacturing roles culminating in a managerial role in the Trim division, overseeing 170 operators across six production lines. With the announcement that this job would be made redundant, the company worked with Jenny to identify opportunities that both interested her and would enable her to use her skills and qualifications.

Two years prior to closure, a position became available in Ford's Design operations that matched Jenny's interests and qualifications. Ford supported an early departure from her role in the manufacturing team to take up this new opportunity. To assist in this transition, the company sponsored Jenny to attend training in the US specific to her new role.

Jenny continues to work in a strategic management role within Ford's Product Development operations.

* Real names have not been used for confidentiality reasons.

IMAGE SOURCE: ISTOCK



Best Practice Learning

- ▶ Effective career advice and counselling considered not only the skills and aspirations of retrenched workers, but was aligned closely to employment opportunities at both the local and economy-wide level.
- ▶ Providing realistic expectations in terms of the time taken to find work, salary and future job opportunities was an important element of the career counselling and support.
- ▶ It was important to coordinate career counselling and advice provided in the workplace with the provision of job placement services, to reduce overlap and duplication and provide a more seamless worker-centric service.
- ▶ The provision of up-to-date and relevant information to retrenched workers and career counsellors on employment growth sectors in the economy was an important element of the career advisory services offered, particularly information regarding local employment opportunities to complement national and state-wide employment data.
- ▶ Retrenched workers, especially those that have been employed at the same company for a long period of time, do not always fully appreciate the extent to which their skills are transferable to other sectors. Workers require support that helps identify their transferable skills, including how to highlight relevant skills for potential employers within their résumés.
- ▶ Highlighting workers transferable skills to prospective employers is equally as important in identifying and securing future job opportunities. Employer tours and information sessions are very effective in educating prospective employers about the skills of the workers.



The long lead time prior to closure provided the opportunity for workers to access the support provided by the OEMs and governments to undertake higher level vocational qualifications, including Certificate III, IV and Diplomas or commence an apprenticeship post-closure (**Figure 3.7**, **Figure 4.8** and **Figure 4.9**). It also allowed for the delivery of information such as financial advice, labour market information sessions, and resilience.

Previous studies, supported by the assistance provided to the automotive workers, highlight the importance of training and reskilling as part of restructuring packages, for example see Stanwick et al (2015).¹³

Training is best when it is part of a career plan tailored to the needs of workers and linked to specific employment opportunities. Advice on how the existing skills of workers are transferable to new employment also helps to inform training decisions. Offering support for workers to update core foundation skills, especially in language, literacy and numeracy and digital literacy is important.

Training timeframes need to take into account opportunities for work experience, which is essential for many occupations such as truck driving and logistics.



Formal training

Holden and Toyota provided extensive pre-retrenchment training support through the Australian Government Skills and Training Initiative. Toyota and Holden funded the cost of training that was linked to a Career Transition Plan, where the training enhanced the worker's prospects of a job outcome. At Ford, training support required a connection to a personal career plan or clear job prospect.

The State Governments funding training through the Victorian Training Guarantee and the South Australian WorkReady Program.

Formal training was undertaken in four general categories, depending on the skills and needs of workers:

- ▲ foundation skills such as Language Literacy and Numeracy (LLN) and digital literacy
- ▲ skill sets such as tickets or licencing to secure employment
- ▲ upskilling of an existing qualification
- ▲ reskilling with a new qualification to secure employment in a new industry sector.

¹³ Stanwick, J., Circelli, M., Lu, T. (2015) *The end of car manufacturing in Australia: What is the role of training?* NCVER



Foundation skills: Language Literacy and Numeracy and Digital Literacy

Consultations with stakeholders confirmed that the provision of Language, Literacy and Numeracy (LLN) and digital literacy training was a successful aspect of the automotive transition programs. The LLN and digital literacy services offered were in high demand, especially closer to the time of closure.

Some OEMs had over 30% of workers where English was not the primary language spoken at home. Around 30% of workers in some OEMs had left school prior to completing Year 12. In addition, many workers were not proficient in the use of computers and other digital platforms, if they were not part of daily work functions. In some cases, there was a reluctance to engage in LLN training because of the perceived stigma of needing additional assistance and many workers were able to operate effectively by relying on family, supervisors or colleagues to communicate effectively in the workplace.

This was supported by the experience of governments in delivering previous structural adjustment programs, as well as the work of the Australian Government in developing a National Foundation Skills Strategy for Adults. This strategy highlighted that investment in foundation skills was particularly important for maximising employment opportunities and a worker's capacity to learn new skills and change careers.¹⁴ The experience of the OEMs and State Governments also confirmed that the provision of LLN training was valuable in giving workers the skills and confidence to succeed in higher level training.

The OEMs offered LLN and digital literacy support through their transition or outplacement centres with the use of computers and targeted programs. This was also offered to varying degrees through the supply chain using Adult and Community Education and other community-based providers.

The provision of foundation skills, including digital literacy, were also important in helping workers secure better paid jobs and transferring to new sectors (see **Case Study Box 5.5**). This reinforces the findings of an Adult Literacy and Life Skills survey by the Australian Bureau of Statistics and work of the Productivity Commission, which found that improving literacy and numeracy skills across the board increased the hourly wage rates for men by 30%.¹⁵

Stakeholders noted the opportunity to invest more and earlier in foundation skills training. The uptake of digital literacy training by some workers was initially slow but increased over time as the readiness and preparedness of workers to engage in training increased with time. The demand for foundation skills also continued well after the closure of OEMs as workers engaged more with service providers and prospective employers online.

Some workers mentioned the positive experience in participating in the digital literacy training and the LLN program:

"I did a couple of computer courses, it was really good to refresh me ...and I found the lady who teaches that was excellent, really good. So, I found that probably one of the best things"
—Holden Worker

"The LLN program has been one of the success stories, both in terms of recognising that this is a key aspect that needed to be addressed, then in getting the buy in from many, if not all, employees that would benefit."
—Ford Supervisor

¹⁴ Australian Government Department of Industry (2012) National Foundation Skills Strategy for Adults

¹⁵Productivity Commission (2010) Staff Working Paper: Links Between Literacy and Numeracy Skills and Labour Market Outcomes

CASE STUDY 5.5



Digital literacy and transferrable skills help secure job

Scott worked for Holden for nearly 15 years and had never used a computer or Microsoft Office. Scott enrolled in the free Microsoft Office Bootcamp digital literacy course organised by the South Australian Government and run through a local library. This included training in the use of the Microsoft suite of programs including PowerPoint, Word and Excel.

Scott successfully completed the course and received a Microsoft Certificate of Attainment which he was able to add to his résumé. Scott also took advantage of other training opportunities to complete a hospitality course and used the services at the transition centre to update his résumé and undertake interview skills workshops.

"I just had my basic résumé from 15 years ago, so the Holden Transition Centre helped me update it and create a fantastic résumé by expanding on all the transferable skills I gained in auto,"

"The day after it was updated, I got a phone call about an interview for a government job in a call centre, which I ended up getting."

"I think the workshop skills and group interview activities I did through the Transition Centre also helped me get the job, as I knew what to expect and what they were looking for."

SOURCE: [HTTPS://DRIVEYOURFUTURE.SA.GOV.AU/YOUR-STORIES/BOOTCAMP-GIVES-SCOTT-EDGE/](https://driveyourfuture.sa.gov.au/your-stories/bootcamp-gives-scott-edge/)

CASE STUDY 5.6



Automotive worker to student of the year

Angelina worked for Holden for a number of years as a casual employee and prior to being retrenched in 2013 used the support available under the South Australian Government training program Skills for All to enrol in TAFE commencing an IT course and then transferring to a Certificate III in Telecommunications.

To support herself, Angelina was working five days a week at Holden and studying five nights a week. After finishing work at Holden, she was offered a position at the Group Training Organisation, Australian Training and Employment Centre (ATEC) as an apprentice voice and data technician. As with many mature age apprentices the drop in wages was an issue but she was able to make it work.

Angelina completed her apprenticeship in 2017 and worked on a number of the major infrastructure developments across Adelaide and was named Aboriginal and Torres Strait Islander Student of the Year at the South Australia Training Awards in 2017.

SOURCE: SA DEPARTMENT OF STATE DEVELOPMENT
[HTTPS://DRIVEYOURFUTURE.SA.GOV.AU/YOUR-STORIES/ANGELINAS-AWARD-WINNING-LIFE-AUTO/](https://driveyourfuture.sa.gov.au/your-stories/angelinas-award-winning-life-auto/)



Informal training

Each of the OEMs and a number of the larger suppliers offered a series of workshops and information sessions which provided advice to workers on the labour market, job search activities as well as financial services and health and wellbeing.

Advice on interviewing and job seeking skills was highly valued by workers. Many had been in the one job or same company for many years and had little experience in applying for new positions. Video conferencing was found to be particularly effective in providing training and feedback on interview skills.



A focus on quality training

The quality of training was enhanced where Registered Training Authorities (RTOs) were vetted by either government or car companies. In South Australia, RTOs had to have a contract with the State Government to access funding to deliver subsidised training. This is in addition to the Australian Skills Quality Authority (ASQA) accreditation process and this was effective in ensuring relatively high-quality standards. Both Toyota and Holden also undertook an initial vetting of RTOs to assist workers making an informed choice regarding quality providers.



IMAGE SOURCE: ISTOCK



Best Practice Learning

- ▶ Effectiveness of training effort is enhanced by aligning training to areas of job growth and jobs in demand through the development of a career or training plan. Taking into account the personal qualities, skills and interests of the retrenched worker also helps to ensure sustainability in future employment.
- ▶ Funding for training that is demand driven and available for the full suite of qualifications, including skill sets, tickets and licencing, is important in meeting the needs of retrenched workers and industry.
- ▶ High quality training providers were those that were able to offer full support to retrenched workers (including foundation skills), flexibility in terms of training delivery both on-site and offsite, had strong links to industry in terms of work placements and future employment pathways, and placed a strong focus on quality including lecturers, resources, assessment and facilities.
- ▶ Informal training and information sessions are also of benefit to workers in assisting them to learn about the labour market, what employers are looking for and be better prepared to apply for jobs.
- ▶ Providing foundation skills training, both language, literacy and numeracy and digital literacy, is important for any sector with diverse workforces and low levels of digital literacy.
- ▶ Foundation skills programs are important in enabling workers to access additional training, securing a new job, improving salary outcomes and building the confidence and engagement of workers and provide a significant benefit to not only the individual but the economy more generally.
- ▶ Providing digital literacy training on-site is important and valued by workers.
- ▶ Where this is not possible, partnerships with industry, local government and community providers can be an effective alternative for delivering training and support, so workers can access services outside of the workplace and access ongoing support after leaving the workplace.

Job search assistance

The companies and governments assisted workers to be job ready and have confidence in searching for work by providing a broad range of job search assistance.

This included support with:

- ▲ writing and preparation of cover letters
- ▲ networking skills and self-marketing
- ▲ interview techniques
- ▲ online job seeking and using social media, such as LinkedIn
- ▲ information on the labour market, including growth industries
- ▲ information on volunteering and self-employment opportunities and support
- ▲ connecting with employers through job fairs and factory site visits.

Each of the OEMs tailored job search support and resources for their workers. As an example, Holden developed a Transition Passport for workers that enabled them to record services they have accessed, and the steps taken in their transition. The passport provided useful tips, websites, contact numbers and support available. This was developed after feedback from employees that the range of assistance available was overwhelming for some. All OEMs had job boards in their Transition Centres or access to outplacement providers where information on jobs was updated daily.

Job search assistance was also provided by the state and Australian Governments through a number of programs. Some of these programs, such as the Automotive Industry Structural Adjustment Program could be accessed 3 months prior to retrenchment.



Information sessions and job networks

The Human Resource (HR) managers at each of the OEMs devoted a considerable amount of their time linking to prospective employers and engaging with HR networks and local and state governments regarding local job opportunities. This included linkages to local economic development organisations as well as the network of Regional Development Australia boards and offices.



Engaging with small and medium-sized enterprises and local employers

Holden facilitated around 300 tours of HR managers from various companies to visit the plant at Elizabeth. Likewise, Ford worked closely with employers, with over 80 information sessions facilitated at the Broadmeadows plant providing prospective employers the opportunity to visit the plant and present to employees. Toyota also had employer tours of their plant and a key focus was to highlight significant skills and the transferability of the workers skills to other sectors and employers.

In Victoria, a number of initiatives were held with the Hume City Council to link to employers at the local level. In South Australia, Holden partnered with the South Australian Small Business Commissioner to engage with local small businesses and this proved very effective.

An Auto Transition Talent Community website was developed by the National Facilitator to better connect to local job opportunities and provide a portal for workers on future job opportunities, as well as an avenue for businesses wanting to recruit from workers within the automotive sector.



Jobs Fairs

OEMs held job fairs on-site, and partnered with the Australian Government to support local job fairs with service providers and potential employers. These were well received, especially in terms of providing an opportunity for families and partners to obtain information on local job vacancies.

The Australian Government partnered with the Victorian and South Australian Governments and Toyota to deliver six Jobs Fairs in South Australia and Victoria. These Jobs Fairs were open to all job seekers but targeted automotive workers and their families and prospective employers. Around 14,200 job seekers attended, including over 4,000 automotive workers. In total 5,500 résumés were collected with 900 job offers made and 1,900 follow up interviews.



IMAGE SOURCE: IMAGE SUPPLIED BY AUSTRALIAN GOVERNMENT



Best Practice Learning

- While it was important to consider job growth areas and jobs in demand, it was equally important to consider the specific skills and attributes of the job seeker to ensure realistic expectations about new job opportunities and underpin more sustainable employment outcomes.
- Engaging with local employers offered retrenched workers insights into new industry sectors and introduced them to local employers. It also provided an opportunity for local employers to participate in shop floor tours which helped highlight the valuable transferable skills of the automotive workers.

Financial advice and health and wellbeing support



Financial advice

Each of the OEMs offered generous redundancy payments to workers. Toyota's workers remained until the closure of the plant and received a redundancy payment, including a proportion of unused sick leave paid out. At Holden and Ford, redundancies occurred in phases with some shifts and production ceasing prior to the full plant closure. In addition, workers were able to leave prior to the closure of the plant if they secured alternative employment and, in these circumstances, would receive a pro-rata redundancy payment.

A range of financial advisory services were offered by the OEMs such as information sessions with their superannuation provider and information on franchise opportunities.

The Australian Government's Centrelink Financial Information Service offered free seminars and resources. At the Holden Transition Centre, Centrelink provided an information terminal to provide advice on Centrelink services as well as access to financial advice information. The Australian Government provided advice on how redundancy payouts affect eligibility for income support payments, other government payments such as child support, and taxation implications.

Some companies promoted the Australian Securities and Investment Commission's MoneySmart online services and information, which provided advice on budgeting, superannuation, redundancies and investment strategies.



Use of redundancy payouts

Presentations to workers stressed the importance of getting good financial advice, with workers encouraged to use their redundancy payout as a salary replacement while looking for work. The 12-month survey of Ford and supply chain workers showed that they used their redundancy payment to support their family (70% and 82%), pay off debts (65% and 68%), and save for any unplanned expenses (65% and 58%). Around a third used part of their payment for holidays or other purchases. For Ford workers, 24% used the retrenchment payment to assist in starting up their own business compared to 30% for the supply chain (Figure 5.1).

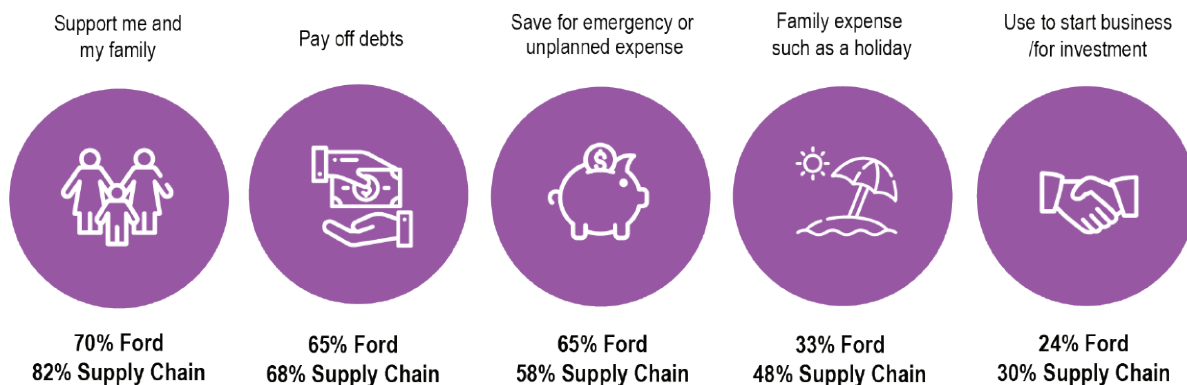
Workers used their redundancy packages in different ways:

“For me it’s gone straight on the mortgage and what not, but it’s not a holiday and 6 months off – that’s what they try and put into people’s minds, that that’s not what it’s for, and of course you know people should know that.”
—Supply Chain Worker

“My mental state for having that, the money (redundancy package) was paramount to feel a bit more secure.... I think the money part of it for me as a payout was probably the biggest stress reliever for me to be able to move on pretty well”
—Supply Chain Worker

“One thing about a redundancy payment the thing that doesn’t stop are the bills, so I’d be wanting to get work as soon as I can so I’m not running out of money for bills that never seem to stop.”
—Toyota Worker

Figure 5.1 Top five uses of retrenchment payments: Ford and supply chain



SOURCE: WHAT ARE THE MAIN WAYS YOU INTEND TO OR HAVE USED YOUR PAYOUT? - ACIL ALLEN & WALLIS CONSULTING
AISAP: 12-MONTH SURVEY (N=386), AWITP: 12-MONTH SURVEY (N=239), FORD: 12-MONTH SURVEY (N=169), VICTORIA / HOLDEN / TOYOTA: NO DATA
*NOTE THIS QUESTION IS MULTIPLE RESPONSE THEREFORE THEY DO NOT ADD UP TO 100%

CASE STUDY 5.7

Redundancy helps local hero make prosthetic limbs

Matt was an engineer at Toyota and the closure announcement was a catalyst for him to consider how best to use the skills he had learnt as an engineer while at Toyota to help others.

Matt had an idea of using a 3D printer to design and manufacture open-source prosthetic devices for those who can't afford them, and he used the four years notice provided by Toyota to further develop his idea and potential business opportunity.

He purchased a 3D printer for \$5,000 and started working as a volunteer at nights while at Toyota to make free 3D printed prosthetic limbs for those in need.

By using 3D printing technology, he was able to make prosthetic devices for a fraction of the cost of commercially produced limbs. His so-called "Kinetic Finger" costs less than \$1 in materials and a full prosthetic hand around \$20 in materials.

He has helped hundreds of people across the world on a voluntary basis with prosthetic limbs. These people would not otherwise have been able to afford the tens of thousands of dollars for a limb.

He was able to develop the technology and perfect the manufacturing process by utilising the redundancy payment from Toyota. He was named Victoria's Local Hero for 2018 and is looking for other funding sources to grow his idea.

SOURCE: [HTTPS://WWW.AUSTRALIANOFTHEYEAR.ORG.AU/HONOUR-ROLL/?VIEW=FULLVIEW&RECIPIENTID=1887](https://www.australianoftheyear.org.au/honour-roll/?view=fullview&recipientid=1887)



Health and wellbeing support

A positive feature of the support provided to all workers was the increased focus on the health and wellbeing, in particular, their mental health and resilience.

Previous research and studies on the longer-term impacts of large-scale retrenchments in the manufacturing sector had identified the potential for health and wellbeing issues to emerge. The closure of Mitsubishi in March 2008 indicated that one of the most difficult factors facing workers following the closure of the plant was "the loss of social interaction".

The potential for mental health issues to emerge was identified early. Many workers had identified strongly with their company, in many cases it was their one and only job, part of a family tradition where multiple generations and family members had worked for the same company.

While retrenchment itself led to increased anxiety or stress for some workers, discussions with workers and stakeholders identified a number of associated issues which potentially impacted on the mental health and wellbeing of some workers including:

- ▲ the loss or weakening of traditional economic or social structures to support workers including membership of the union, social clubs or other activities related to their employment
- ▲ increased family pressures arising from changing family relationships
- ▲ financial stress arising from lower family income
- ▲ reduced sense of identity arising from both the loss of employment and closure of the OEMs and automotive manufacturing sector
- ▲ an increase in gambling and alcohol related issues
- ▲ reduced self-esteem and confidence through unemployment and job search.



Mental health support

Auto Skills Australia provided valued counselling and health and wellbeing support to workers at Ford, including additional resilience training for some workers in Geelong. Beyond Blue were engaged to provide Crisis Counselling at Broadmeadows and Geelong, and they also had a presence post-closure at the Outreach Centres.

The unions also played an important role in following up with members post-retrenchment to check on their wellbeing and need for any extra support.

Each of the OEMs provided access to counselling and mental health support through their Employee Assistance Programs (EAP) and additional support was provided through State Government programs such as Beyond Auto in South Australia and programs through the Skills and Jobs Centres and Jobs Victoria Employment Network in Victoria.

Workers were encouraged to monitor their mental health and wellbeing and to access support if needed. This included encouraging workers and supervisors to look after their colleagues as well. As a result, workers were open about experiencing the ups and downs of the closure and facing the uncertainty of the future, with most knowing how to access help if required:

“...I guess you know when you’re sort of out of work it’s always sort of a little bit scary... I’ve been putting in applications where I’ve looked at the job and kind of gone yeah I can do that, and I should be able to get that role, and then you don’t get an interview...that kind of does shake your confidence a little bit”

—Toyota Worker

“If you’re mentally having problems, they can get you people to help with that, I know those facilities are there”

—Toyota Worker



Resilience training

Through the Automotive Workers in Transition Program in South Australia, the State Government partnered with the Port Adelaide Football Club—through its community development arm Power Community Ltd. This partnership delivered wellbeing and resilience training under the Power to be Positive Program to workers in the supply chain and children of affected workers in five northern and southern suburbs schools.

Port Adelaide Football Club partnered with South Australian Health and Medical Research Institute (SAHMRI) to provide staff with training on wellbeing and resilience and delivering training to four supply companies. Financial Planning Sessions were also delivered by the club Chairman, a qualified accountant and financial journalist who had published a number of books on financial management.

This program highlighted a novel and innovative approach in the delivery of services and the benefits of partnering with community groups, sporting clubs and schools in reaching affected workers and their families.

Beyond Auto

Beyond Auto was a referral service established by the South Australian Government to provide health and wellbeing support and address a broad range of other needs of workers.

The service was recognised by many stakeholders as being extremely valuable, particularly in its capacity to triage a broad range of services from Australian, State, Local Government or other providers, and tailor support to meet the particular needs of workers.

Services included support in counselling, mental health, general health, housing assistance, language literacy and numeracy and drug and alcohol. After an initial assessment of the worker’s needs, Beyond Auto provided advice to workers and was able to assess the support that best met their needs and referred them to service providers across government, the not-for-profit sector or community groups.

CASE STUDY 5.8



Beyond Auto helps Daryl with finances and wellbeing

Daryl* had spent his redundancy payment and was being pursued by creditors, he was referred to Beyond Auto by a relative. Daryl was experiencing chronic pain from a health condition that was impacting his ability to work and his mental health. The Beyond Auto coordinator linked Daryl with a financial counsellor for help with budgeting and to help negotiate with his creditors. They also helped him access the right government services through Centrelink and spoke through the process of developing a mental health care plan with his GP to help manage his mental health issues.

**Names changed to protect identity*

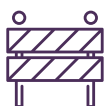
SOURCE: [DRIVEYOURFUTURE.SA.GOV.AU/LOOKING-AFTER-YOURSELF-AND-FAMILY/BEYOND-AUTO/](https://driveyourfuture.sa.gov.au/looking-after-yourself-and-family/beyond-auto/)

IMAGE SOURCE: ISTOCK



Best Practice Learning

- ▲ Comprehensive restructuring programs, which included redundancy payments, early release and payment of other entitlements, resulted in maintained or improved productivity, quality and reduced costs.
- ▲ Redundancy payments also help provide financial security for workers while assisting them with transition.
- ▲ Provision of financial information, both prior to and post-closure, was important in helping workers make decisions on how best to use their redundancy payments. Providing health and wellbeing services both on-site and through offsite providers and government and community-based facilities was important in supporting the transition of workers and helping to manage and address anxiety and mental health issues.
- ▲ Providing a broad range of services through various providers provided flexible options for workers to access services at a time and place that suited their needs.
- ▲ Offering resilience training to workers and their families through both formal and informal channels such as through schools or sporting clubs was effective in providing them the tools to help deal with the transition.
- ▲ Access to ongoing health and wellbeing support was an important feature of pre- and post-closure support at outreach and transition centres.



Challenges in engaging the automotive supply chain

Despite considerable efforts by the Victorian and South Australian Governments, and the OEMs, there were challenges faced in engaging with workers in the Tier 1, 2 and 3 supply chain companies.

Workers from the supply chain did not participate in the support and services offered by the OEMs in large numbers. For instance, Holden suppliers had access to the Holden Transition Centre but for various reasons did not make full use of the services at the centre. Likewise, Ford provided funding under the Ford Transition Program for supply chain workers (up to \$1,000 per worker) but this was underutilised.

Some of the in-depth interviews with the automotive supply workers indicated that the poor uptake was due to the uncertainty of a closure date, while others thought it was due to indifference or potentially the workers being 'in denial'. This was not helped by several media reports on potential 'white knights' who would save Holden and other OEMs, which unrealistically raised the expectations of automotive workers.

There were also concerns raised by some workers regarding the general lack of information for the supply chain workers, this despite substantial promotion through various channels by both the Victorian and South Australian Governments.

Together with previous studies¹⁶, this review has identified several possible reasons for the lack of engagement by automotive supply companies and their workers, including:

- ▲ employers were concerned about possible loss of workers if they started to access transition services early, especially given that many suppliers had to maintain full production until closure of the OEMs
- ▲ suppliers' inability or reluctance to declare whether they were planning to cease production or diversify until very close to the closure of the OEMs, so that many workers were not given early notice of retrenchment as was the case with the OEMs
- ▲ smaller Tier 2 and 3 suppliers not having the same level of dedicated HR staff to manage and support the transition of workers
- ▲ future job opportunities being unclear and a reluctance to engage in training until there was a specific job opportunity.

¹⁶ ACIL Allen Consulting and Wallis (2017), Ford Transition Program Evaluation, a report for Auto Skills Australia



Successful approaches in engaging with the supply chain

Engagement with suppliers appeared to be most effective when it was undertaken on a one-to-one basis, with visits to the factory or business and the provision of services on-site.

In South Australia the Government's Automotive Transition Taskforce utilised former automotive workers to engage with suppliers and build a relationship with staff and companies. Successful engagement with the supply chain required staff:

- ▲ who could relate to their businesses
- ▲ were seen as having credibility
- ▲ were able to both appreciate the needs of the company from a management perspective as well as the needs of the workers.

The Career and Transition Advice Services (CTAS) in Victoria provided a range of services for transitioning automotive workers. Under CTAS, independent career advisors were engaged by the Victorian Government to

provide Victorian employees of the automotive supply chain with personalised professional career planning and reskilling options. CTAS was delivered in the workplace or from a Skills and Jobs Centre. CTAS was also contracted to undertake part of the Tracking Initiative, whereby workers were called to track their outcomes and re-engage them with relevant services at the 3, 6 and 12-month mark following retrenchment.

Workers also responded best to informal communication and messaging from trusted colleagues and peers, through case studies delivered by video, or through personal stories from those who had undertaken training and/or secured employment.

Toyota established a Supplier Transition Support (STS) network to provide assistance to their Tier 1 suppliers. Through this network of senior managers, Toyota shared how it was assisting its workforce and encouraged Transition Centre style support to be offered by their Tier 1 suppliers. Toyota allocated \$3 million to support workers of Tier 1 suppliers.

CASE STUDY 5.9

Support for Tier 1 suppliers

Toyota Australia committed \$3 million in funding to support its Tier 1 supply chain businesses and employees. Funding was allocated to all Tier 1 suppliers based on their employee numbers and business dependency on Toyota Australia. The program provided funds to the suppliers to deliver services based on individual and company needs.

Supply Chain Forums were established to help determine how funding would be allocated and promote existing support programs offered through State and Australian Government services. The forums enabled supply chain leadership to share ideas and discuss successful approaches in providing support to workers.

Of the 47 Tier 1 suppliers, 38 submitted applications. Funding supported initiatives not offered through existing programs, and included additional training, on-site transition centres, health and wellbeing initiatives and financial education for supply chain workers.

Toyota Australia



Best Practice Learning

- ▲ **Active engagement with workers and management, with support designed to be mindful of the commercial and other priorities of management as well as the needs of workers. In some cases, assistance is best directed at supporting management, to assist their engagement with workers.**
- ▲ **Ensure there are people in key service delivery roles from the start who have a strong understanding of, and credibility with, the industry and its workers.**
- ▲ **Clearly outline the services on offer through multiple channels, especially where support is focussed on developing capabilities and providing the tools for workers to write applications and job search themselves.**

Post-closure services

The OEMs, together with the Australian, Victorian and South Australian Governments, provided ongoing support to workers post-closure through transition and outreach centres and government service providers. These remained open for up to 26 months post-closure.

The post-closure centres provided by Ford, Holden and Toyota played an important role, not only providing ongoing services and support to workers especially in terms of job search but also as a place for workers to continue to engage with their former colleagues.

Ford established two Ford Outreach Centres at Broadmeadows and Geelong. ASA used its resources to establish another outreach centre at Geelong and provided \$1,000 extra support to help workers find a job. The Ford centres remained open for 3 months post-closure and the ASA centre operated for 6 months post-closure.

In the case of the Ford Outreach Centre, 45% of workers surveyed had attended 6 months after closure, and 74% of visitors had attended between two to ten times, with workers attending on average five times by 6 months after closure.

“He’s been getting up every morning for the last 29 years and going to work... he sort of felt you know out of place, like he’s lost something. That’s what he kept on saying...I need to go somewhere or do something, but he goes I don’t know what it is... he went back and forth to the outreach centre and everything, who were helpful..”
—Ford Partner

The Holden Transition Centre at Elizabeth remained open until the end of 2018 but career coaching and Employer Assistance Program (EAP) services were still available in Elizabeth and Adelaide after that. In Port Melbourne a dedicated Transition Centre was established at the Holden headquarters and this remained open for 18 months post-closure.

In South Australia, morning teas were held for workers on a weekly basis at both Holden and in the south at Warradale, with guest speakers talking about various industry sectors or services available. These were very well received and attended by those still looking for work.

The Toyota DRIVE Centres at Altona and Sydney remained open for 9 months post-closure with a DRIVE contact available to offer advice and referrals for 14 months post-closure and provided follow up with employees directly on worker outcomes until October 2018. Toyota worked closely with the Australian and Victorian Governments in directing

former employees to continuing government services in the lead up to the closure of the DRIVE Centres.

Post-closure, Toyota Australia established a \$32 million ongoing endowment trust to encourage young people to pursue study and careers in science, technology, engineering and mathematics, especially those in Melbourne’s west that may face financial disadvantage in pursuing studies.

In Victoria there are 32 Skills and Job Centres, plus outreach centres that remain open and operational to provide ongoing support to workers. They are attached to the 16 TAFEs and dual-sector Universities.

Extensive campaigns were undertaken by governments in partnership with the automotive companies to promote the support and assistance available through Australian Government jobactive providers, as well as State Government programs which workers were still eligible for post-closure. As an example, the Australian Government Automotive Industry Structural Adjustment Program continued for 18 months post-closure to assist workers involved in the decommissioning of the OEM plants and thus exiting later than others. The services provided job search assistance for those workers returning to job search after taking a break.

The key services and support most sought after following closure were with job search assistance, training and foundation skills training.



Best Practice Learning

- ▲ **Provision of ongoing support to workers post-closure through dedicated and accessible transition centres and providers was an important feature. It assisted those still needing job search assistance and training and continued access to support. It enabled the stakeholders to monitor the transition outcomes and health and wellbeing of the workers.**
- ▲ **Informal arrangements such as regular morning teas for workers were also very effective in providing ongoing social support to workers and as an informal channel for delivering up-to-date information on services or job opportunities.**

Flexibility to meet the changing needs of workers

Important features of the automotive transition programs were their customer-centric approach and the ability of the programs and funding partners to design flexible programs design to respond to the changing needs of workers.

The needs and intentions of workers changed significantly, not just while employed but also post-closure, and this influenced the services offered on-site and through the various outplacement centres.

This is highlighted by the experience of OEM workers post-closure, with 35% of respondents stating they were looking for a job at 3-months, this reducing to around 23% at 6-months and 12% at 12-months. Respondents who had indicated that they had retired increased from 6% at 3-months to 9% at 12-months.

A review of the services offered was undertaken early in the transition process which included discussions with workers regarding their experiences and perceptions of what was working well, as well and areas for improvement. It provided an opportunity for continual improvement in service delivery in response to feedback.



Best Practice Learning

- ▲ **The capacity for services to be flexible and evolve in response to the changing needs of workers and feedback was a key feature of the service delivery model adopted by OEMs and government and was important in enhancing the effectiveness and responsiveness of service delivery.**
- ▲ **Ongoing assistance in some form is needed for some workers up to 12 months post-retrenchment.**

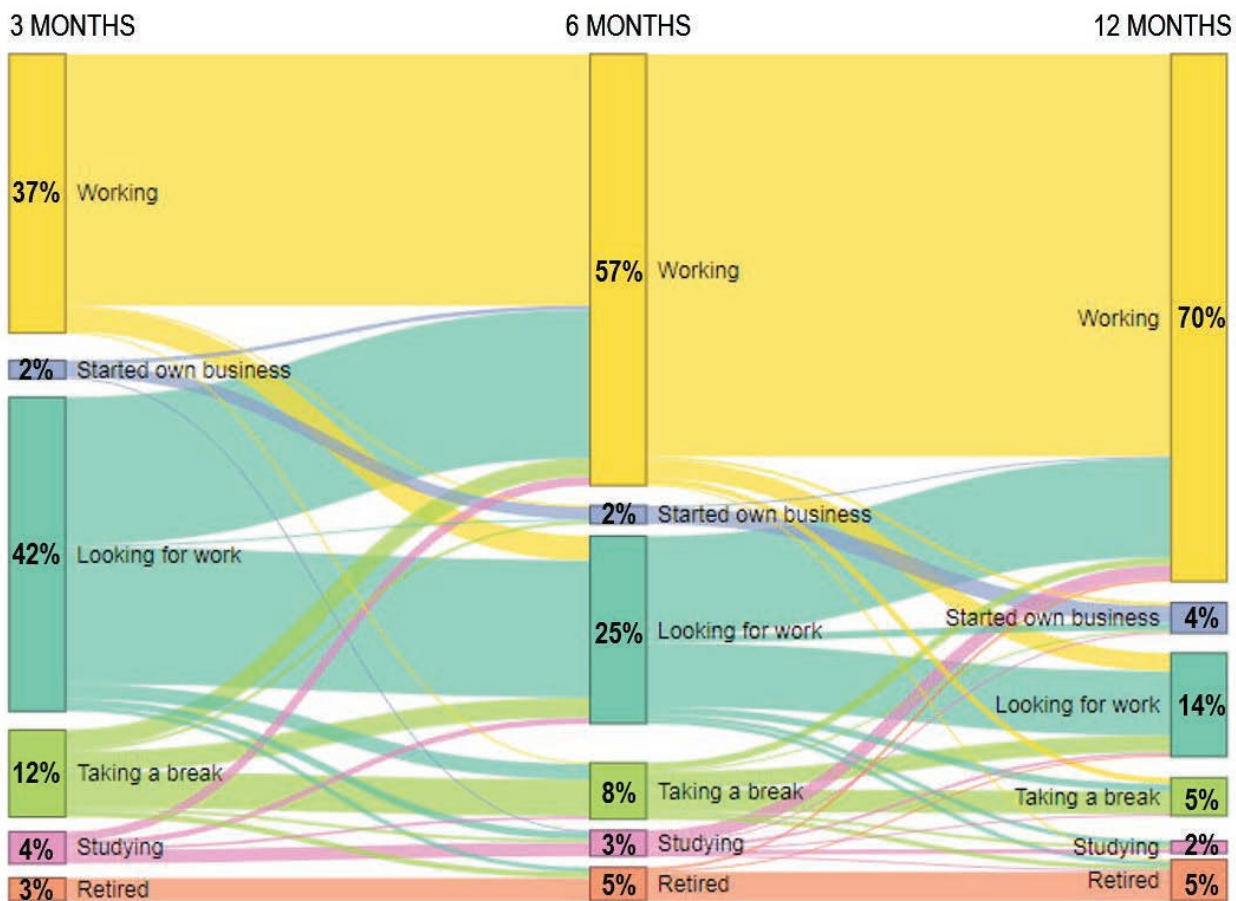
Figure 5.2 below shows the situation of the AISAP, AWITP and Ford workers who accessed support at 3, 6 and 12-months post-retrenchment. Between the 3 and 6-month surveys, around half (47%) of the workers who were looking for work found employment.

Similar success was experienced by those looking for work between the 6 and 12-month periods. Notwithstanding other smaller 'flows' in and out of 'looking for work', the number of workers looking for work after 12-months is only around one third (33%) of the corresponding figure at 3-months. Once workers

were employed, only a very small proportion fell out of employment and were 'looking for work' between the 3, 6 and 12-month periods.

A considerable proportion of those 'taking a break' had similarly moved into employment. By contrast, a small proportion of those who were employed at 3-months moved into the 'looking for work' category at 6-months.

Figure 5.2 Changing intentions of workers over the 12 months since exit period



SOURCE: WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? – ACIL ALLEN & WALLIS CONSULTING
 FORD: 3-MONTH, 6-MONTH & 12-MONTH LONGITUDINAL SURVEY DATA (N=138)
 AISAP: 3-MONTH, 6-MONTH & 12-MONTH LONGITUDINAL SURVEY DATA (N=213)
 AWITP: 3-MONTH, 6-MONTH & 12-MONTH LONGITUDINAL SURVEY DATA (N=143)
 * VICTORIAN, HOLDEN & TOYOTA LONGITUDINAL DATA NOT AVAILABLE



APPENDICES



A SUMMARY OF CAR COMPANY SURVEY DATA

Figure 3.1 Age Infographic

AGE	FORD (%)†	TOYOTA (%)‡	HOLDEN (%)^	AVERAGE
Under 30	2%	8%	2%	4%
30 - 49	40%	53%	56%	50%
50 - 69	58%	38%	42%	46%
70+	0%	1%	<1%	<1%
Base	406	4038	864	100%

†WHAT IS YOUR AGE? – ACIL ALLEN & WALLIS CONSULTING

‡COLLECTED BY TOYOTA

^COLLECTED BY HOLDEN

Figure 3.1 Gender Infographic

GENDER	FORD (%)†	TOYOTA (%)‡	HOLDEN (%)^	AVERAGE
Female	6%	18%	6%	10%
Male	94%	82%	94%	90%
Base	406	4038	864	100%

†GENDER – ACIL ALLEN & WALLIS CONSULTING

‡COLLECTED BY TOYOTA

^COLLECTED BY HOLDEN

Figure 3.1 Language Infographic – Ford & Toyota

LANGUAGE	FORD (%)†	TOYOTA (%)‡	AVERAGE
English	68%	85%	76%
Language other than English	32%	15%	24%
Base	406	2986	100%

†WHAT IS THE MAIN LANGUAGE YOU SPEAK AT HOME? – ACIL ALLEN & WALLIS CONSULTING

(DOES NOT INCLUDE DON'T KNOW, PREFER NOT TO SAY)

‡COLLECTED BY TOYOTA

Figure 3.2 OEM Snapshot

FIGURE 3.2	FORD (%)†			TOYOTA (%)‡			HOLDEN (%)^		
	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months
Looking for work	48%	24%	17%	24%	18%	13%	33%	27%	6%
Started own business	4%	5%	5%	4%	6%	6%	2%	2%	3%
Retired	5%	9%	9%	7%	8%	10%	4%	6%	9%
Taking a break	10%	11%	11%	22%	11%	9%	9%	6%	4%
Studying	2%	3%	3%	6%	3%	2%	1%	1%	2%
Working	30%	45%	54%	37%	54%	60%	51%	58%	76%
Other	<1%	3%	1%	0%	<1%	<1%	0%	0%	0%
Base	406	209	167	1675	1889	2763	844	849	874

†WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? – ACIL ALLEN & WALLIS CONSULTING

‡COLLECTED BY TOYOTA

^COLLECTED BY HOLDEN

Figure 3.2 Average of OEMs

FIGURE 3.2			
	3 Months	6 Months	12 Months
Looking for work	35%	23%	12%
Started own business	3%	4%	5%
Retired	6%	8%	9%
Taking a break	13%	9%	8%
Studying	3%	2%	2%
Working	39%	52%	63%
Other	1%	2%	<1%
Base	100%	100%	100%

Figure 3.3 Employment rates of workers

FIGURE 3.3	FORD (%)†			TOYOTA (%)‡			HOLDEN (%)^		
	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months
Employed	36%	61%	71%	56%	70%	76%	60%	66%	89%
Started own business	5%	6%	6%	7%	7%	7%	2%	3%	4%
Looking for work	59%	33%	23%	37%	23%	17%	38%	31%	7%
Base	332	153	128	1091	1461	2191	724	740	746

†WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? – ACIL ALLEN & WALLIS CONSULTING

‡COLLECTED BY TOYOTA

^COLLECTED BY HOLDEN

Figure 3.3 Employment rates of workers – Average of OEMs

FIGURE 3.3			
	3 Months	6 Months	12 Months
Employed	51%	66%	78%
Started own business	4%	5%	6%
Looking for work	45%	29%	16%
Base	100%	100%	100%

Figure 3.5 Employment status of workers

FIGURE 3.5	FORD (%)†			TOYOTA (%)‡			HOLDEN (%)^		
	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months
Full-time	68%	64%	49%	54%	58%	58%	62%	62%	68%
Part-time	4%	2%	1%	7%	7%	7%	4%	5%	9%
Casual	23%	30%	48%	39%	35%	35%	20%	18%	16%
Other	5%	4%	2%	0%	0%	0%	14%	15%	7%
Base	121	142	110	611	1018	1658	435	492	661

†IS YOUR NEW JOB?... – ACIL ALLEN & WALLIS CONSULTING

‡COLLECTED BY TOYOTA

^COLLECTED BY HOLDEN

Figure 3.5 Employment status of workers - Average of OEMs

FIGURE 3.5			
	3 Months	6 Months	12 Months
Full-time	61%	61%	58%
Part-time	5%	5%	6%
Casual	28%	28%	33%
Other	6%	6%	3%
Base	100%	100%	100%

Figure 3.6 Top industries of employment

FIGURE 3.6	FORD (%)†			TOYOTA (%)‡			HOLDEN (%)^		
	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months
Manufacturing	16%	25%	28%	29%	34%	33%	30%	31%	29%
Transport Postal and Warehousing	21%	14%	14%	28%	25%	22%	12%	12%	14%
Construction	3%	5%	10%	10%	8%	8%	18%	17%	16%
Retail & Wholesale trade	2%	4%	8%	6%	6%	0%	2%	3%	10%
Health Care and Social Assistance	2%	2%	4%	4%	5%	0%	4%	4%	5%
Electricity, gas water and waste services	0%	1%	2%	4%	3%	0%	4%	4%	3%
Automotive/Car industry	35%	15%	5%	0%	0%	0%	0%	0%	0%
Agriculture, Forestry and Fishing	0%	0%	0%	1%	2%	0%	6%	5%	5%
Information Media and Telecommunications	0%	0%	0%	3%	2%	0%	6%	6%	4%
Administrative and Support Services & Public Administration and Safety	3%	1%	2%	2%	2%	0%	1%	1%	0%
Base	124	103	114	517	997	1658	370	357	649

†WHAT DOES YOUR EMPLOYER MAKE OR DO? – ACIL ALLEN & WALLIS CONSULTING

‡COLLECTED BY TOYOTA

^COLLECTED BY HOLDEN

NOTE: ONLY THE TOP TEN INDUSTRIES AT 12-MONTHS HAVE BEEN DISPLAYED IN THE TABLE ABOVE

Figure 3.6 Top industries of employment – Average of OEMs

FIGURE 3.6	3 Months	6 Months	12 Months
Manufacturing	25%	30%	30%
Transport Postal and Warehousing	20%	17%	17%
Construction	10%	10%	11%
Retail & Wholesale trade	3%	4%	9%
Health Care and Social Assistance	3%	3%	4%
Electricity, gas water and waste services	3%	3%	3%
Automotive/Car industry	17%	5%	3%
Agriculture, Forestry and Fishing	2%	3%	2%
Information Media and Telecommunications	3%	3%	2%
Administrative and Support Services & Public Administration and Safety	2%	1%	1%
Base	88%	79%	82%

Figure 3.7 Training undertaken by OEMs: Toyota

FIGURE 3.7	TOYOTA (%)‡
	12 Months
Licences and tickets	70%
Vocational training	26%
University/higher education	4%
Base	Unknown

‡COLLECTED BY TOYOTA

Figure 3.8 Satisfaction with pay

FIGURE 3.8	FORD (%)†			TOYOTA (%)‡		
	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months
NET: Satisfied (Very Satisfied / Somewhat Satisfied / Neither Satisfied Nor Dissatisfied)	92%	89%	92%	89%	86%	81%
NET: Not Important (Very Dissatisfied / Somewhat Dissatisfied)	8%	11%	8%	11%	14%	19%
Base	124	95	110	551	930	1659

†HOW SATISFIED ARE YOU WITH YOUR SALARY? – ACIL ALLEN & WALLIS CONSULTING

‡COLLECTED BY TOYOTA

Figure 3.8 Satisfaction with pay – Ford & Toyota

FIGURE 3.8	3 Months	6 Months	12 Months
NET: Satisfied (Very Satisfied / Somewhat Satisfied / Neither Satisfied Nor Dissatisfied)	90%	88%	86%
NET: Not Satisfied (Very Dissatisfied / Somewhat Dissatisfied)	10%	12%	14%
Base	100%	100%	100%

Figure 3.9 Successful transition

FIGURE 3.9	FORD (%)†			TOYOTA (%)‡			HOLDEN (%)^		
	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months
Working	33%	53%	62%	47%	61%	66%	56%	62%	79%
Started own business	4%	5%	5%	5%	6%	6%	2%	3%	4%
Studying	3%	4%	3%	8%	4%	1%	1%	1%	2%
Retired	6%	10%	10%	9%	9%	11%	5%	6%	9%
Looking for work	54%	28%	20%	31%	20%	15%	36%	28%	6%
Base	364	179	148	1309	1672	2495	772	800	843

†WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? – ACIL ALLEN & WALLIS CONSULTING

‡COLLECTED BY TOYOTA

^COLLECTED BY HOLDEN

Figure 3.9 Successful transition – Average of OEMs

FIGURE 3.9	3 Months	6 Months	12 Months
Working	45%	58%	69%
Started own business	4%	5%	5%
Studying	4%	3%	2%
Retired	7%	9%	10%
Looking for work	40%	25%	14%
Base	100%	100%	100%

Figure 3.10 Those not in the workforce

FIGURE 3.10	FORD (%)†			TOYOTA (%)‡			HOLDEN (%)^		
	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months
Taking a break	10%	11%	11%	22%	11%	9%	9%	6%	4%
Retired	5%	9%	9%	7%	8%	10%	4%	6%	9%
Studying	2%	3%	3%	6%	3%	2%	1%	1%	2%
Other	<1%	3%	1%	0%	<1%	<1%	0%	0%	0%
Base	406	209	167	1675	1889	2763	844	849	874

†WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? – ACIL ALLEN & WALLIS CONSULTING

‡COLLECTED BY TOYOTA

^COLLECTED BY HOLDEN

Figure 3.10 Those not in the workforce – Average of OEMs

FIGURE 3.10	3 Months	6 Months	12 Months
Taking a break	13%	9%	8%
Retired	6%	8%	9%
Studying	3%	2%	2%
Other	1%	2%	<1%
Base	23%	21%	20%

Figure 3.11 Health and wellbeing

FIGURE 3.11	FORD (%)†		
	3 Months	6 Months	12 Months
Low stress	No data	74%	69%
Moderate stress	No data	15%	21%
High stress	No data	8%	7%
Very high stress	No data	3%	3%
Base	No data	246	177

†THE FOLLOWING QUESTIONS ARE ABOUT YOUR FEELINGS IN THE PAST 4 WEEKS. IN THE PAST 4 WEEKS, HOW OFTEN DID YOU FEEL...? – ACIL ALLEN & WALLIS CONSULTING
(DOES NOT INCLUDE DON'T KNOW, PREFER NOT TO SAY)

Figure 5.8 Top five uses of retrenchment payments: Ford only

FIGURE 5.8	FORD (%)†
	12 Months
Use it to support me or my family until I get a new job	70%
To pay off debts in full or in part (for example mortgage, car loan etc.)	65%
Saving it for an emergency or unplanned expense	65%
Family expenses such as holidays	33%
House renovation / property investment	5%
Training courses and skills development	15%
Use it to start a business or for investment purposes	24%
Put it into super (fund retirement)	5%
Base	169

†WHAT ARE THE MAIN WAYS YOU INTEND TO OR HAVE USED YOUR PAYOUT? (MULTIPLE RESPONSE) – ACIL ALLEN & WALLIS CONSULTING

Figure 5.9 Changing intentions of workers over the 12 month period since exit: Ford only (Longitudinal data)

FIGURE 5.9		FORD 6-MONTHS					
FORD 3-MONTHS		Looking for work	Started own business	Retired	Taking a break	Studying	Working
	Looking for work	17%	0%	1%	4%	3%	27%
	Started own business	0%	4%	0%	0%	0%	2%
	Retired	0%	0%	7%	0%	0%	0%
	Taking a break	4%	1%	1%	5%	0%	1%
	Studying	0%	0%	0%	1%	1%	0%
	Working	2%	0%	0%	0%	0%	18%
		FORD 12-MONTHS					
FORD 6-MONTHS		Looking for work	Started own business	Retired	Taking a break	Studying	Working
	Looking for work	9%	0%	1%	1%	1%	11%
	Started own business	0%	4%	0%	0%	0%	1%
	Retired	0%	0%	8%	0%	0%	1%
	Taking a break	3%	0%	1%	5%	1%	1%
	Studying	0%	1%	0%	1%	1%	2%
	Working	4%	1%	0%	1%	0%	42%

†WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? – ACIL ALLEN & WALLIS CONSULTING
 FORD: 3-MONTH, 6-MONTH & 12-MONTH LONGITUDINAL SURVEY DATA (N=138)

B SUMMARY OF SUPPLY CHAIN SURVEY DATA

Figure 4.1 Age Infographic

AGE	AISAP (%)†	AWITP (%)†	VIC GOV (%)^	AVERAGE
Under 30	4%	4%	3%	4%
30 - 49	50%	41%	45%	45%
50 - 69	46%	55%	52%	51%
70+	0%	0%	<1%	<1%
Base	459	315	3427	100%

†WHAT IS YOUR AGE? – ACIL ALLEN & WALLIS CONSULTING

^COLLECTED BY VICTORIAN STATE GOVERNMENT

Figure 4.1 Gender Infographic

GENDER	AISAP (%)†	AWITP (%)†	VIC GOV (%)^	AVERAGE
Female	20%	12%	25%	19%
Male	80%	88%	75%	81%
Base	459	315	2401	100%

†GENDER – ACIL ALLEN & WALLIS CONSULTING

^COLLECTED BY VICTORIAN STATE GOVERNMENT

Figure 4.1 Language Infographic

LANGUAGE	AISAP (%)†	AWITP (%)†	VIC GOV (%)^	AVERAGE
English	61%	83%	84%	76%
Language other than English	39%	17%	16%**	24%
Base	449	303	2875	100%

†WHAT IS THE MAIN LANGUAGE YOU SPEAK AT HOME? – ACIL ALLEN & WALLIS CONSULTING

(DOES NOT INCLUDE DON'T KNOW, PREFER NOT TO SAY)

^COLLECTED BY VICTORIAN STATE GOVERNMENT

**FIGURE FOR LANGUAGE OTHER THAN ENGLISH HAS BEEN UNDER-REPORTED

Figure 4.2 Education Profile – AISAP & AWITP

FIGURE 4.2	AISAP (%)†	AWITP (%)†	AVERAGE
	12 Months	12 Months	12 Months
Finished Year 12	78%	76%	77%
Post School Qualification	64%	69%	67%
Base	495	325	

†WHAT IS YOUR HIGHEST LEVEL OF EDUCATION? – ACIL ALLEN & WALLIS CONSULTING

Figure 4.3 Supply Chain Snapshot

FIGURE 4.3	AISAP (%)†			AWITP (%)†			VIC GOV (%)^		
	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months
Looking for work	36%	34%	17%	35%	27%	15%	20%	28%	7%
Started own business	1%	1%	3%	3%	2%	2%	<1%	1%	0%
Retired	1%	1%	1%	3%	3%	5%	5%	4%	6%
Taking a break	7%	2%	2%	14%	9%	5%	11%	6%	8%
Studying	3%	2%	2%	6%	4%	3%	8%	6%	15%
Working	51%	59%	73%	38%	55%	68%	56%	55%	64%
Other	1%	1%	2%	1%	0%	2%	0%	0%	0%
Base	459	600	495	308	248	325	628	1157	1288

†WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? – ACIL ALLEN & WALLIS CONSULTING

^COLLECTED BY VICTORIAN STATE GOVERNMENT

GREY TEXT INDICATES DATA NOT INCLUDED IN AVERAGE CALCULATION

Figure 4.3 Supply Chain Snapshot – Average of Supply Chain

FIGURE 4.3			
	3 Months	6 Months	12 Months
Looking for work	35%	30%	13%
Started own business	2%	1%	2%
Retired	2%	3%	4%
Taking a break	11%	6%	5%
Studying	5%	4%	7%
Working	44%	56%	68%
Other	1%	<1%	1%
Base	100%	100%	100%

Figure 4.4 Employment Outcomes

FIGURE 4.4	AISAP (%)†			AWITP (%)†			VIC GOV (%)^		
	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months
Employed	57%	63%	78%	51%	65%	80%	73%	66%	90%
Started own business	2%	1%	4%	3%	2%	3%	1%	1%	0%
Looking for work	41%	36%	18%	46%	33%	17%	26%	33%	10%
Base	404	561	457	232	208	276	481	971	916

†WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? – ACIL ALLEN & WALLIS CONSULTING

^COLLECTED BY VICTORIAN STATE GOVERNMENT

GREY TEXT INDICATES DATA NOT INCLUDED IN AVERAGE CALCULATION

Figure 4.4 Employment Outcomes – Average of Supply Chain

FIGURE 4.4			
	3 Months	6 Months	12 Months
Employed	54%	65%	83%
Started own business	3%	1%	2%
Looking for work	43%	34%	15%
Base	100%	100%	100%

Figure 4.5 Employment status

FIGURE 4.5	AISAP (%)†			AWITP (%)†			VIC GOV (%)^		
	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months
Full-time	34%	40%	44%	39%	36%	47%	57%	50%	55%
Part-time	5%	5%	6%	7%	6%	10%	4%	5%	4%
Casual	61%	54%	49%	49%	56%	43%	30%	34%	29%
Other	0%	1%	1%	5%	2%	0%	8%	11%	12%
Base	233	358	367	127	141	223	352	638	826

†IS YOUR NEW JOB?... – ACIL ALLEN & WALLIS CONSULTING

^COLLECTED BY VICTORIAN STATE GOVERNMENT

GREY TEXT INDICATES DATA NOT INCLUDED IN AVERAGE CALCULATION

Figure 4.5 Employment status – Average of Supply Chain

FIGURE 4.5			
	3 Months	6 Months	12 Months
Full-time	37%	42%	49%
Part-time	6%	5%	7%
Casual	55%	48%	40%
Other	2%	5%	4%
Base	100%	100%	100%

Figure 4.6 Employment status over time: AISAP & AWITP only (longitudinal data)

FIGURE 4.6		AISAP 6-MONTHS						
AISAP 3-MONTHS		Full-time	Part-time	Casual	Looking for work	Studying	Taking a break	Other
	Full-time	17%	0%	0%	1%	0%	0%	0%
	Part-time	0%	2%	0%	0%	0%	0%	0%
	Casual	4%	0%	23%	2%	0%	0%	0%
	Looking for work	7%	1%	12%	16%	0%	1%	0%
	Studying	0%	0%	0%	0%	1%	0%	0%
	Taking a break	2%	0%	1%	2%	0%	2%	0%
	Other	0%	0%	0%	1%	0%	0%	0%
AISAP 6-MONTHS	AISAP 12-MONTHS							
		Full-time	Part-time	Casual	Looking for work	Studying	Taking a break	Other
	Full-time	30%	0%	0%	1%	0%	0%	0%
	Part-time	0%	2%	0%	0%	0%	0%	0%
	Casual	1%	0%	33%	1%	0%	1%	0%
	Looking for work	6%	1%	6%	10%	0%	0%	0%
	Studying	0%	0%	0%	0%	0%	0%	0%
	Taking a break	0%	0%	0%	1%	0%	1%	0%
Other	0%	0%	0%	0%	0%	0%	0%	

IS YOUR NEW JOB... - ACIL ALLEN & WALLIS CONSULTING

AISAP: 3-MONTH SURVEY (N=206) / 6-MONTH SURVEY (N=206) / 12-MONTH SURVEY (N=206)

FIGURE 4.6		AWITP 6-MONTHS						
AWITP 3-MONTHS		Full-time	Part-time	Casual	Looking for work	Studying	Taking a break	Other
	Full-time	10%	0%	0%	0%	0%	1%	0%
	Part-time	0%	4%	1%	0%	0%	0%	0%
	Casual	2%	1%	16%	3%	0%	0%	0%
	Looking for work	3%	0%	10%	24%	0%	1%	0%
	Studying	0%	0%	3%	2%	2%	0%	0%
	Taking a break	1%	1%	1%	1%	1%	9%	0%
	Other	0%	0%	1%	1%	0%	0%	0%
AWITP 6-MONTHS	AWITP 12-MONTHS							
		Full-time	Part-time	Casual	Looking for work	Studying	Taking a break	Other
	Full-time	14%	0%	2%	0%	0%	0%	0%
	Part-time	0%	4%	1%	0%	0%	0%	0%
	Casual	6%	0%	25%	1%	0%	0%	0%
	Looking for work	10%	2%	9%	7%	0%	2%	0%
	Studying	0%	0%	2%	1%	1%	0%	0%
	Taking a break	2%	1%	0%	3%	1%	4%	0%
Other	0%	0%	0%	0%	0%	0%	0%	

IS YOUR NEW JOB... - ACIL ALLEN & WALLIS CONSULTING

AWITP: 3-MONTH SURVEY (N=134) / 6-MONTH SURVEY (N=134) / 12-MONTH SURVEY (N=134)

Figure 4.7 Top four areas of employment

FIGURE 4.7	AISAP (%)†			AWITP (%)†			VIC GOV (%)^		
	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months
Manufacturing	43%	33%	36%	31%	31%	34%	48%	37%	46%
Transport, Postal and Warehousing	10%	12%	13%	10%	10%	7%	9%	10%	10%
Retail / Wholesale trade	6%	7%	9%	10%	10%	10%	4%	7%	4%
Other Services	5%	4%	5%	2%	2%	4%	6%	4%	9%
Construction	4%	7%	5%	11%	11%	8%	5%	7%	5%
Health Care and Social Assistance	2%	3%	5%	6%	6%	9%	4%	4%	4%
Automotive/Car industry	3%	3%	5%	0%	0%	<1%	3%	2%	4%
Administrative and Support Services	7%	5%	5%	7%	7%	5%	1%	4%	1%
Public Administration and Safety	2%	2%	1%	5%	5%	6%	1%	3%	1%
Accommodation and Food Services	1%	1%	1%	1%	1%	1%	7%	2%	3%
Base	239	360	375	127	141	231	266	503	831

†WHAT DOES YOUR EMPLOYER MAKE OR DO? – ACIL ALLEN & WALLIS CONSULTING

^COLLECTED BY VICTORIAN STATE GOVERNMENT

NOTE: ONLY THE TOP TEN INDUSTRIES HAVE BEEN DISPLAYED IN THE TABLE ABOVE

Figure 4.7 Top four areas of employment – Average of Supply Chain

FIGURE 4.7	3 Months	6 Months	12 Months
Manufacturing	42%	37%	39%
Transport, Postal and Warehousing	10%	10%	10%
Retail / Wholesale trade	5%	7%	7%
Other Services	4%	4%	6%
Construction	7%	7%	6%
Health Care and Social Assistance	3%	4%	6%
Automotive/Car industry	3%	2%	4%
Administrative and Support Services	5%	4%	3%
Public Administration and Safety	3%	3%	3%
Accommodation and Food Services	3%	2%	2%
Base	85%	80%	86%

Figure 4.8 Top three areas of training at 12 months: AISAP & AWITP only

FIGURE 4.8	AISAP (%)†			AWITP (%)†		
	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months
Licences (Truck & Forklift)	27%	32%	29%	30%	29%	27%
Safety training (confined spaces)	13%	17%	18%	18%	24%	16%
Medical/Caring Training	6%	8%	12%	12%	7%	17%
Traffic control	3%	5%	10%	3%	10%	11%
First Aid	3%	6%	13%	19%	10%	8%
Construction (plumbing, electrical, welding)	3%	15%	6%	6%	12%	9%
Administration (Reception, Accounting, Bookkeeping, Finance)	2%	1%	2%	4%	4%	10%
Working at heights equipment operation (elevated platform, boom lift, scissor lift, crane)	2%	4%	1%	8%	10%	4%
Security	7%	8%	5%	8%	4%	2%
Base	175	195	117	130	84	119

†COULD YOU BRIEFLY DESCRIBE THE TRAINING OR RESKILLING? (MULTIPLE RESPONSE) – ACIL ALLEN & WALLIS CONSULTING

NOTE: ONLY THE TOP NINE AREAS OF TRAINING HAVE BEEN DISPLAYED IN THE TABLE ABOVE

Figure 4.8 Top three areas of training at 12 months: Average of AISAP & AWITP

FIGURE 4.8			
	3 Months	6 Months	12 Months
Licences (Truck & Forklift)	29%	30%	28%
Safety training (confined spaces)	15%	21%	17%
Medical/Caring Training	9%	8%	14%
Traffic control	3%	7%	11%
First Aid	11%	8%	11%
Construction (plumbing, electrical, welding)	5%	13%	8%
Administration (Reception, Accounting, Bookkeeping, Finance)	3%	2%	6%
Working at heights equipment operation (elevated platform, boom lift, scissor lift, crane)	5%	7%	3%
Security	8%	6%	3%

Training undertaken through Victorian State Government

FIGURE 4.9	VIC GOV (%) [^]		
	3 Months	6 Months	12 Months
Certificate I	2%	1%	1%
Certificate II	2%	1%	2%
Certificate III	73%	48%	47%
Certificate IV	17%	46%	46%
Diploma	2%	3%	3%
Advanced Diploma	2%	1%	1%
Base	41	96	127

[^]COLLECTED BY VICTORIAN STATE GOVERNMENT

Figure 4.9 Training undertaken at 12 months: South Australian supply chain

FIGURE 4.9	SA GOV (%) [§]
	12 Months
Licences and tickets	74%
Vocational training	26%
Base	695

[§]COLLECTED BY SOUTH AUSTRALIAN DEPARTMENT OF STATE DEVELOPMENT

Figure 4.10 Successful transition

FIGURE 4.10	AISAP (%) [†]			AWITP (%) [†]			VIC GOV (%) [^]		
	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months
Working	55%	60%	75%	45%	60%	73%	63%	58%	70%
Started own business	1%	1%	4%	3%	2%	2%	<1%	1%	0%
Studying	3%	3%	2%	7%	4%	3%	9%	7%	16%
Retired	1%	1%	1%	4%	4%	6%	5%	4%	6%
Looking for work	40%	35%	18%	41%	30%	16%	23%	30%	8%
Base	421	582	474	262	226	303	558	1092	1187

[†]WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? – ACIL ALLEN & WALLIS CONSULTING

[^]COLLECTED BY VICTORIAN STATE GOVERNMENT

GREY TEXT INDICATES DATA NOT INCLUDED IN AVERAGE CALCULATION

Figure 4.10 Successful transition – Average of Supply Chain

FIGURE 4.10			
	3 Months	6 Months	12 Months
Working	50%	60%	72%
Started own business	2%	1%	2%
Studying	5%	5%	7%
Retired	2%	3%	5%
Looking for work	41%	31%	14%
Base	100%	100%	100%

Figure 4.11 Perceived skills and opportunities in new job

FIGURE 4.11	AISAP (%)†		AWITP (%)†		AVERAGE		
	12 Months			12 Months			
I am able to gain useful experience (NET: Strongly Agree / Agree)	91%			87%			89%
I am able to use my skills and abilities (NET: Strongly Agree / Agree)	88%			86%			87%
I am able to learn new skills (NET: Strongly Agree / Agree)	84%			84%			84%
There are opportunities for promotions for me (NET: Strongly Agree / Agree)	51%			49%			50%
Base	323			194			

†I AM NOW GOING TO READ OUT A LIST OF STATEMENTS ABOUT THE JOB YOU ARE LOOKING FOR AND I'D LIKE YOU TO TELL ME HOW STRONGLY YOU AGREE OR DISAGREE... – ACIL ALLEN & WALLIS CONSULTING

Figure 4.12 Location of work - AISAP & AWITP only

FIGURE 4.12	AISAP (%)†			AWITP (%)†		
	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months
NET: Important	79%	84%	38%	67%	66%	72%
NET: Not Important	21%	16%	62%	33%	34%	28%
Base	214	221	103	167	98	69

†HOW IMPORTANT IS IT THAT YOUR NEW JOB IS CLOSE TO YOUR HOME? – ACIL ALLEN & WALLIS CONSULTING

Figure 4.12 Location of work – Average of AISAP & AWITP

FIGURE 4.12			
	3 Months	6 Months	12 Months
NET: Important	73%	75%	55%
NET: Not Important	27%	25%	45%
Base	100%	100%	100%

Figure 4.13 Outlook after 12 months of those looking for work - AISAP & AWITP only

FIGURE 4.13	AISAP (%)†		AWITP (%)†		AVERAGE		
	12 Months			12 Months			
I want to work (NET: Strongly Agree / Agree)	100%			98%			99%
I know the kind of job I want (NET: Strongly Agree / Agree)	86%			87%			87%
I have the skills to get the sort of job I want (NET: Strongly Agree / Agree)	91%			85%			88%
Base	82			64			

†I AM NOW GOING TO READ OUT A FEW STATEMENTS ABOUT WORKING AND LOOKING FOR WORK AND I'D LIKE YOU TO TELL ME HOW STRONGLY YOU AGREE OR DISAGREE... – ACIL ALLEN & WALLIS CONSULTING

(DOES NOT INCLUDE DON'T KNOW)

Figure 4.14 Persons not in the labour force

FIGURE 4.14	AISAP (%)†			AWITP (%)†			VIC GOV (%)^		
	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months
Taking a break	7%	2%	2%	14%	9%	5%	11%	6%	8%
Retired	1%	1%	1%	3%	3%	5%	5%	4%	6%
Studying	3%	2%	2%	6%	4%	3%	8%	6%	15%
Other	1%	1%	2%	1%	0%	2%	0%	0%	0%
Base	459	600	495	308	248	325	628	1157	1288

†HOW IMPORTANT IS IT THAT YOUR NEW JOB IS CLOSE TO YOUR HOME? – ACIL ALLEN & WALLIS CONSULTING

^COLLECTED BY VICTORIAN STATE GOVERNMENT

GREY TEXT INDICATES DATA NOT INCLUDED IN AVERAGE CALCULATION

Figure 4.14 Persons not in the labour force – Average of Supply Chain

FIGURE 4.14	3 Months	6 Months	12 Months
Taking a break	11%	6%	5%
Retired	2%	3%	4%
Studying	5%	4%	7%
Other	1%	<1%	1%
Base	19%	13%	17%

Figure 4.15 Health and wellbeing - AISAP & AWITP only

FIGURE 4.15	AISAP (%)†			AWITP (%)†		
	3 Months	6 Months	12 Months	3 Months	6 Months	12 Months
Low stress	58%	68%	67%	66%	74%	68%
Moderate stress	20%	16%	17%	20%	15%	18%
High stress	14%	10%	11%	9%	7%	8%
Very high stress	8%	6%	5%	5%	4%	6%
Base	415	546	468	294	234	313

†THE FOLLOWING QUESTIONS ARE ABOUT YOUR FEELINGS IN THE PAST 4 WEEKS. IN THE PAST 4 WEEKS, HOW OFTEN DID YOU FEEL...? – ACIL ALLEN & WALLIS CONSULTING
(DOES NOT INCLUDE DON'T KNOW, PREFER NOT TO SAY)

Figure 4.15 Health and wellbeing – Average of AISAP & AWITP

FIGURE 4.15	3 Months	6 Months	12 Months
Low stress	62%	71%	68%
Moderate stress	20%	15%	17%
High stress	11%	9%	9%
Very high stress	7%	5%	6%
Base	100%	100%	100%

Figure 4.16 Health and wellbeing over time: AISAP & AWITP only (longitudinal data)

FIGURE 4.16		AISAP 6-MONTHS			
AISAP 3-MONTHS		Low stress	Moderate stress	High stress	Very high stress
	Low stress	48%	7%	3%	2%
	Moderate stress	11%	6%	3%	0%
	High stress	5%	5%	4%	2%
	Very high stress	2%	1%	1%	3%
AISAP 6-MONTHS	AISAP 12-MONTHS				
		Low stress	Moderate stress	High stress	Very high stress
	Low stress	57%	6%	3%	1%
	Moderate stress	8%	5%	5%	1%
	High stress	2%	3%	3%	3%
	Very high stress	1%	2%	2%	2%

IN THE PAST 4 WEEKS, HOW OFTEN DID YOU FEEL...? – ACIL ALLEN & WALLIS CONSULTING
 AISAP: 3-MONTH SURVEY (N=198) / 6-MONTH SURVEY (N=198) / 12-MONTH SURVEY (N=198)

FIGURE 4.16		AWITP 6-MONTHS			
AWITP 3-MONTHS		Low stress	Moderate stress	High stress	Very high stress
	Low stress	58%	4%	4%	1%
	Moderate stress	10%	5%	1%	1%
	High stress	4%	3%	1%	1%
	Very high stress	4%	1%	1%	1%
AWITP 6-MONTHS	AWITP 12-MONTHS				
		Low stress	Moderate stress	High stress	Very high stress
	Low stress	62%	11%	1%	1%
	Moderate stress	2%	2%	2%	1%
	High stress	6%	4%	2%	1%
	Very high stress	1%	0%	1%	1%

IN THE PAST 4 WEEKS, HOW OFTEN DID YOU FEEL...? – ACIL ALLEN & WALLIS CONSULTING
 AWITP: 3-MONTH SURVEY (N=140) / 6-MONTH SURVEY (N=140) / 12-MONTH SURVEY (N=140)

Figure 5.8 Top five uses of retrenchment payments: Supply chain

FIGURE 5.8	AISAP (%)†	AWITP (%)†	AVERAGE
	12 Months	12 Months	12 Months
Use it to support me or my family until I get a new job	85%	79%	82%
To pay off debts in full or in part (for example mortgage, car loan etc.)	78%	59%	68%
Saving it for an emergency or unplanned expense	73%	42%	58%
Family expenses such as holidays	62%	33%	48%
House renovation / property investment	52%	23%	37%
Training courses and skills development	50%	22%	36%
Use it to start a business or for investment purposes	48%	11%	30%
Put it into super (fund retirement)	45%	10%	27%
Base	386	239	

†WHAT ARE THE MAIN WAYS YOU INTEND TO OR HAVE USED YOUR PAYOUT? (MULTIPLE RESPONSE) – ACIL ALLEN & WALLIS CONSULTING

Figure 5.9 Changing intentions of workers over the 12 month period since exit: AISAP & AWITP only (Longitudinal data)

FIGURE 5.9		AISAP 6-MONTHS					
AISAP 3-MONTHS		Looking for work	Started own business	Retired	Taking a break	Studying	Working
	Looking for work	15%	0%	1%	1%	0%	20%
	Started own business	0%	1%	0%	0%	0%	0%
	Retired	0%	0%	1%	0%	0%	0%
	Taking a break	2%	0%	0%	2%	0%	3%
	Studying	0%	0%	0%	0%	1%	0%
	Working	4%	0%	0%	0%	0%	45%
		AISAP 12-MONTHS					
AISAP 6-MONTHS		Looking for work	Started own business	Retired	Taking a break	Studying	Working
	Looking for work	9%	1%	0%	0%	0%	12%
	Started own business	0%	2%	0%	0%	0%	0%
	Retired	0%	0%	2%	0%	0%	0%
	Taking a break	1%	0%	0%	1%	0%	0%
	Studying	0%	0%	0%	0%	0%	1%
	Working	2%	0%	0%	1%	0%	64%

†WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? – ACIL ALLEN & WALLIS CONSULTING
 AISAP: 3-MONTH, 6-MONTH & 12-MONTH LONGITUDINAL SURVEY DATA (N=213)

FIGURE 5.9		AWITP 6-MONTHS					
AWITP 3-MONTHS		Looking for work	Started own business	Retired	Taking a break	Studying	Working
	Looking for work	24%	0%	0%	1%	0%	13%
	Started own business	0%	0%	2%	0%	0%	0%
	Retired	0%	1%	0%	0%	0%	0%
	Taking a break	2%	0%	0%	0%	3%	3%
	Studying	1%	0%	1%	9%	1%	3%
	Working	3%	0%	0%	1%	0%	31%
		AWITP 12-MONTHS					
AWITP 6-MONTHS		Looking for work	Started own business	Retired	Taking a break	Studying	Working
	Looking for work	7%	2%	1%	2%	0%	17%
	Started own business	0%	1%	0%	0%	0%	0%
	Retired	0%	0%	3%	0%	0%	0%
	Taking a break	3%	1%	1%	4%	1%	2%
	Studying	1%	0%	1%	0%	1%	2%
	Working	1%	0%	1%	0%	0%	49%

†WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? – ACIL ALLEN & WALLIS CONSULTING
 AWITP: 3-MONTH, 6-MONTH & 12-MONTH LONGITUDINAL SURVEY DATA (N=143)

C OVERALL INFOGRAPHIC SUMMARY SURVEY DATA

The data in this report and infographic has been updated since the Summary report was published in September 2019. The data presented in this infographic largely reflects the transition outcomes of workers 12 months after they had lost their job. The overall infographic includes final data provided by ACIL Allen & Wallis directly surveyed workers from the Australian Government's Automotive Industry Structural Adjustment Program (AISAP), South Australian Government's Automotive Workers in Transition Program (AWITP) and retrenched Ford workers. Data from Toyota, Holden and the Victorian State Government (collected independently of ACIL Allen & Wallis) and was provided in a summarised format.

Percentage of all workers looking for work, starting own business or working

12-MONTH OUTCOME	AISAP [†]	AWITP [†]	VIC GOV [^]	FORD [†]	TOYOTA [‡]	HOLDEN [*]	AVERAGE
Looking for work	17%	15%	7%	17%	13%	6%	13%
Started own business	3%	2%	0%	5%	6%	3%	3%
Working	73%	68%	64%	54%	60%	76%	66%
Other	2%	2%	0%	1%	<1%	0%	1%
In the labour market:							83%

[†]QUESTION: WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? - COLLECTED BY ACIL ALLEN & WALLIS

[^]COLLECTED BY VICTORIAN STATE GOVERNMENT

[‡]COLLECTED BY TOYOTA

^{*}COLLECTED BY HOLDEN

Percentage of those in the labour market who are working or looking for work

12-MONTH OUTCOME	AISAP [†]	AWITP [†]	VIC GOV [^]	FORD [†]	TOYOTA [‡]	HOLDEN [*]	AVERAGE
Working (employed)	78%	80%	90%	71%	76%	89%	81%
Started own business	4%	3%	0%	6%	7%	4%	4%
Looking for work	18%	17%	10%	23%	17%	7%	15%
Working (employed and started own business):							85%

[†]QUESTION: WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? - COLLECTED BY ACIL ALLEN & WALLIS

[^]COLLECTED BY VICTORIAN STATE GOVERNMENT

[‡]COLLECTED BY TOYOTA

^{*}COLLECTED BY HOLDEN

Work status

12-MONTH OUTCOME	AISAP [†]	AWITP [†]	VIC GOV [^]	FORD [†]	TOYOTA [‡]	HOLDEN [*]	AVERAGE
Full-time	44%	47%	55%	49%	58%	68%	53%
Part-time	6%	10%	4%	1%	7%	9%	6%
Casual/Other	51%	43%	41%	50%	35%	23%	41%

[†]IS YOUR NEW JOB?... - COLLECTED BY ACIL ALLEN & WALLIS

[^]COLLECTED BY VICTORIAN STATE GOVERNMENT

[‡]COLLECTED BY TOYOTA

^{*}COLLECTED BY HOLDEN

What else are they doing?

12-MONTH OUTCOME	AISAP†	AWITP†	VIC GOV^	FORD†	TOYOTA‡	HOLDEN*	AVERAGE
Taking a break	2%	5%	8%	11%	9%	4%	6%
Studying	2%	3%	15%	3%	2%	2%	4%
Retired	1%	5%	6%	9%	10%	9%	7%

†QUESTION: WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? - COLLECTED BY ACIL ALLEN & WALLIS

^COLLECTED BY VICTORIAN STATE GOVERNMENT

‡COLLECTED BY TOYOTA

*COLLECTED BY HOLDEN

Where did they find jobs?

12-MONTH OUTCOME	AISAP†	AWITP†	VIC GOV^	FORD†	TOYOTA‡	HOLDEN*	AVERAGE
Manufacturing	36%	34%	46%	28%	33%	29%	34%
Transport, Postal & Warehousing	13%	7%	10%	14%	22%	14%	13%
Construction	5%	8%	5%	10%	8%	16%	9%

†WHAT DOES YOUR EMPLOYER MAKE OR DO? - COLLECTED BY ACIL ALLEN & WALLIS

^COLLECTED BY VICTORIAN STATE GOVERNMENT

‡COLLECTED BY TOYOTA

*COLLECTED BY HOLDEN

What training did they do?

12-MONTH OUTCOME	SA GOV§	TOYOTA‡	AVERAGE
Licences & Skill Sets	70%	70%	70%
Vocational Training	23%	26%	24%
Graduate Cert or Diploma	2%	7%	4%
University/Higher Education		2%	2%

†QUESTION: WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CURRENT SITUATION? - COLLECTED BY ACIL ALLEN & WALLIS

§COLLECTED BY SOUTH AUSTRALIAN DEPARTMENT OF STATE DEVELOPMENT

‡COLLECTED BY TOYOTA

BASED ON TRAINING DATA PROVIDED THROUGH SA DEPARTMENT OF STATE DEVELOPMENT AND TOYOTA

Satisfaction with pay

12-MONTH OUTCOME	AISAP†	AWITP†	FORD†	TOYOTA‡	AVERAGE
NET: Satisfied (Very Satisfied, Somewhat Satisfied, Neither Satisfied nor Dissatisfied)	85%	83%	92%	81%	85%

†HOW SATISFIED ARE YOU WITH YOUR SALARY? - COLLECTED BY ACIL ALLEN & WALLIS

‡COLLECTED BY TOYOTA

COMPARABLE DATA WAS ONLY AVAILABLE FROM AUSTRALIAN GOVERNMENT, SA GOVERNMENT, FORD AND TOYOTA AT THE TIME OF DRAFTING

Well being

12-MONTH OUTCOME	AISAP†	AWITP†	FORD†	AVERAGE
NET: Positive (Excellent, Very Good, Good)	87%	79%	88%	84%

†IN GENERAL WOULD YOU SAY YOUR HEALTH, INCLUDING BOTH PHYSICAL AND MENTAL HEALTH IS... - COLLECTED BY ACIL ALLEN & WALLIS CONSULTING

COMPARABLE DATA WAS ONLY AVAILABLE FROM AUSTRALIAN GOVERNMENT, SA GOVERNMENT AND FORD AT THE TIME OF DRAFTING

