

# Focus session 3



## **The legacy of workplace literacy programmes**

How do we sustain and future-proof workplace literacy and numeracy initiatives?

### We discuss:

- the expectations and challenges for sustainability
- the different levels of sustainability
- an impact evaluation framework.

Libraries pilot presentation

# Sustainability Intentions

- Macro - where WPL programmes support broader company-wide initiatives, for example, the introduction of a lean manufacturing process
- Meso - dovetailing into existing training structures and career development
- Micro – reviewing and rewriting individual policies, procedures and practices.

# NZ Research

- Upskilling Partnership Programme (2010)
  - those doing further work received additional government funding to do this
- Maximising the Benefit of the Workplace Literacy Fund (2015)
  - intention to carry on with e.g., upskilling a training coordinator, peer mentoring, linking to ITOs
- Workplace Literacy Fund: Employer-led Outcomes report 2013-2015 (2016)
  - As above, but dependent on whether:
    - programmes are messaged as workforce development or ‘fixing a problem’
    - providers are prepared to drive a sustainable approach
    - employers have capability and capacity to do further work without government funding

# UK Research

- Difficult to sustain:
  - when there is lack of management continuity and organisational support from top and line management
  - during economic downturns
- Sustainable programmes require:
  - flexibility on the part of the employer and provider
  - ongoing funding from government and employer

# Impact evaluation



## Community

- Family
- Community participation

## Workplaces

- Embedded into ways of working
- Training / career pathways
- Policy and procedure changes
- Efficiencies and productivity

## Employees

- Skills and practices
- Engagement and participation
- Well being
- Career development

# And So...

Intention	Actual
<ul style="list-style-type: none"><li>• Appoint a literacy officer (Development Officer)</li><li>• Offer additional US training</li><li>• LN to be included into company ISO training through using the AT</li><li>• Staff to be encouraged to use Pathways Awarua in their own time</li></ul>	<ul style="list-style-type: none"><li>• Appointed literacy officer, but no work has happened as the company is busy with production</li><li>• Looked at company forms and work instructions, but not made any changes</li><li>• Not noticed anything different about the people who were on the programme</li><li>• Would need guidance and resourcing/funding to do any work</li></ul>

# What next

- Develop a stronger understanding of:
  - what it is feasible to expect employers and providers to design and deliver
  - Over what time period we might expect to see change
- Employers and providers need more direction about what sustainability is and the actions that would support it
- Employers and providers need to be told about the follow-up conversations that will take place nine-18 months after a programme has finished