

# Section 5

## **Appendices**



## **5. Appendices**

**5a.** The Ambition

**5b.** Methodology

i. Overview of methodology

ii. Developmental evaluation

iii. Outcomes evaluation

**5c.** Individual Hub outcomes and progress

**5d.** Detailed model and evaluation resources

**5e.** Glossary

**5f.** Reference list

# 5a. **The Ambition**

and the model to realise it

# Developing quality employment solutions for jobseekers, employers and industry in local communities across Tasmania that will grow economic productivity and wellbeing

## Reaching for systems change

The RJH Initiative is not just another employment program. It is a state-led, community-driven EET initiative designed to achieve EET systems reform in policy and places across Tasmania that connects local people to local jobs and develops lasting workforce solutions for employers and industry. It is also designed to demonstrate what it takes to achieve this Ambition.

## A two-level change Ambition

To disrupt business as usual in the EET system and services, and to achieve impact, change is required at both the system level and the Hub level. For this reason, the Ambition has two change levels:

**System-level** change will be reflected in state-wide EET policy development and alignment.

**Hub-level** change will be reflected in effective implementation of the RJH model across the RJH Network and individual Hubs.

These change levels are inter-dependent and mutually reinforcing: change in the Hubs can drive change in the systems, and vice versa.

## Two key drivers of change

The Initiative is founded on the assumption that effective implementation of the structural elements of the model ([Design Features](#)), together with impactful effort across the practice elements of the model ([Change Domains](#)), will advance the RJH Network towards its Hub-level Ambition, and contribute to wider systems change.

### System-level Ambition

**FROM business-as-usual siloed EET systems**

**TO a re-imagined EET system that aligns effort in place and policy**

Outcomes

### Hub-level Ambition

**FROM 7 individual, independent Hubs**

**TO a Network driving a state-led community-driven EET Initiative**

Outcomes

### The model to realise the Ambition

**Design Features**

+

**Change Domains**

**System-level Ambition**

**Hub-level Ambition**

## Measuring progress towards the Ambition

Both levels of the Ambition are accompanied by specified, measurable **outcomes** that demonstrate change. These are detailed in subsequent pages and furthermore in the [Outcomes Framework](#).

## An evolutionary Ambition

The Ambition for the RJH Initiative has evolved with the model over the course of its implementation, from the initial high-level [Theory of Change](#). It will continue to evolve in the next phase of the Initiative as the model is refined.

This is the current Ambition for the Initiative as it stands at this phase of implementation, against which we can and have compared the Network's progress at this stage.

# System-level Ambition: a re-imagined employment service system

## **FROM... business-as-usual employment system**

System-centric: people work for or around the system

Commonwealth funded system indifferent to state policy, community priorities and challenges, and state-funded EET systems

Government at arms-length, managing and regulating from the top-down

Competitive tendering producing fragmented services and duplication

Compliance-driven

One-size fits all

Individual community organisations service individual jobseekers, where possible intentionally linking with local employers to fill current vacancies

Values any job outcome, resulting in short-term employment, economic insecurity, training churn, untapped economic productivity and limited career mobility

## **TO... a re-imagined employment service system**

A system that works for people, places and the Tasmanian Community

An adaptable employment service system, stewarded by State Government to ensure it is shaped by state-wide and regional conditions and concerns, that can be integrated into a federal framework for regional employment systems

A community-driven, place-to-population approach where the concerns, issues and opportunities in community are reflected in state-wide policy and investment, that is enabled by genuine top-down (government) and bottom-up (community) collaborative governance

Funding and programs work effectively together, supported or achieved through intentional collaborative and complementary commissioning

An employment system designed for a 21st century labour market that builds people's capability

Person centred, tailored to population and place, identifying and addressing industry needs

Community embedded Hubs lead a place-based employment approach that builds a skilled workforce for the short and long term, while also working together as a network to drive state-wide systemic change across the whole education, training and employment eco-system

Mutual accountability and investment that supports people to move in and out of meaningful education, training and work, and that aligns aspirations with sustainable employment pathways in growth and/or priority industries

## **High level system-level outcomes that demonstrate this change**

Improvements to social and physical infrastructure that enable employment and workforce outcomes

Policy that is receptive to local knowledge of what works in place

Shared accountability between government and community for local needs being met

# Hub-level Ambition: from Individual Hubs to a Hub Network

## **FROM... a group of individual Hubs**

Government at arm's length; contract manager

Hubs working independently, with some informal sharing of expertise and learnings

Lack of clarity about where best to focus effort (filling gaps, duplication to address quality issues)

Local governance overseeing contract

Individualised advocacy on behalf of Hub and region

Responsive partnerships as needs arise

Limited and varied data collection

Hubs 'work around' systemic barriers, such as social and physical infrastructure challenges

## **TO... a Network driving a state-led community-driven Initiative**

Government as System Steward: steering not rowing

Hubs working as a Network to share learnings and innovations, adapted to place

Clear and intentional approach around supply, bridging and demand

Local governance providing strategic leadership across supply, bridging, demand, with effective feedback loops to government

Networked advocacy

Strategic partnerships that can be mobilised to address workforce needs and enable Hubs to be a community gateway

Consistent and relevant data that guides effort

Governance that can elevate and resolve systemic challenges

## **Progress outcomes that enable and demonstrate this change**

Quality service delivery that adapts to the needs of local employers and job seekers

Local jobseekers and employers have the capacity and capability to fill and sustain jobs

Hub resources and existing EET investment are strategically allocated to respond to region's workforce needs, enhancing efficiency of effort

Program innovation that tackles systemic barriers and is scaled

## **Individual and population-level outcomes that demonstrate this change**

Local people in decent, secure and meaningful jobs

Priority cohorts employed in decent, secure and meaningful jobs

Skilled workforce that meets employer and industry needs

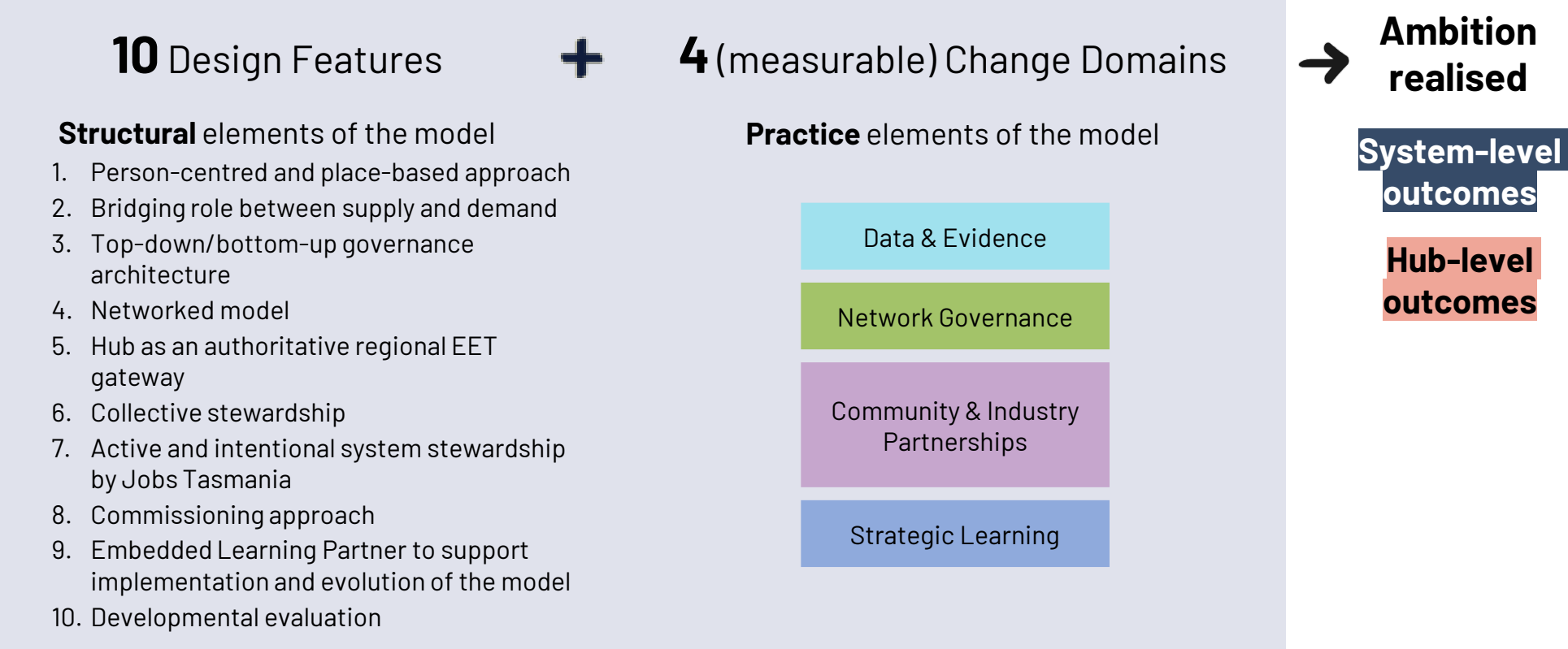
Population-level employment outcomes

# Realising the Ambition with the model

Outcomes and impact of the RJH Initiative are achieved through effective implementation of the RJH Initiative **'model'**. The **model** is comprised of two key drivers: the **Design Features** and the **Change Domains**.

The Design Features are the **structural elements** of the model, and the Change Domains are the **practice elements** of the model. Effective implementation of the Design Features, together with targeted effort across the Change Domains, should advance the RJH Network towards its Hub-level Ambition, and contribute to wider systems change (System-level Ambition).

**Key assumption:**



# Design Features that contribute to Network-wide outcomes

The Design Features of the model were originally designed based on Tasmanian, Australian and international evidence about policies, strategies and interventions that improve EET outcomes for job seekers, business and community; as well as on initial semi-structured consultations held with RJHs and Advisory Boards to gather local expertise and learning. They were then adapted over the course of the developmental evaluation until 10 were finalised in the outcomes evaluation.

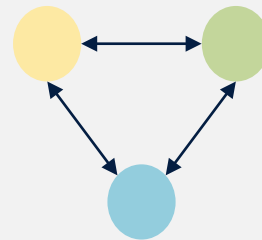
The 10 Design Features are outlined on the subsequent pages.

- Five of the 10 have been identified as 'Key' Design Features, as they were each key to a Network-wide outcome;
- The remaining five Design Features have played a critical enabling role;
- All 10 are interdependent.

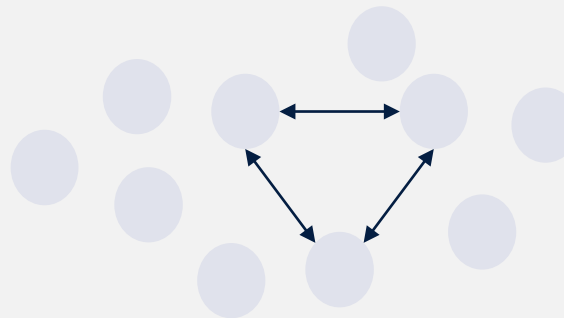
Note: The five Key Design Features were integral to Phases 1 and 2 of implementation, however their role may shift as the Initiative moves into the next phase. Bedded down, these Key Design Features may shift into an enabling role, with other features of the model becoming more critical to the next implementation phase that seeks to deepen and widen scalable outcomes. Additional Design Features may also emerge.

## An evolving model

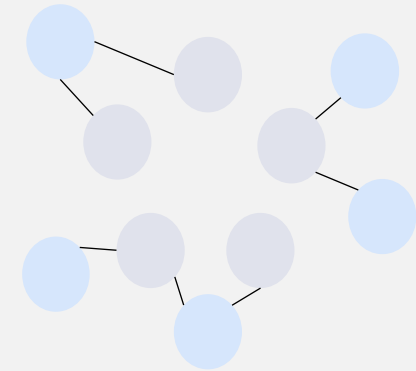
**1.** We started with three features, which we called the RJH Model



**2.** Through the developmental evaluation, seven more Design Features emerged



**3.** In the outcomes evaluation, five of the 10 Design Features were identified as key to Phases 1 and 2, and the other five as playing a critical enabling role



**4.** In Phase 3, these roles may shift



# Realising the Ambition with the model: Design Features

Five 'Key' Design Features have been identified at this stage of implementation as they were each central to a Network-wide outcome

Design Feature	Description	Related outcome
<p><b>1. Person-centred and place-based approach</b></p>	<p>The Hubs' service delivery approach outlined in the model is intended to demonstrate a <b>person-centred</b> approach:</p> <ul style="list-style-type: none"> <li>• It is not bound by strict performance and time constraints;</li> <li>• It is voluntary to anyone who seeks it;</li> <li>• It is tailored and responsive to needs identified by the job seeker, employer or educator/trainer;</li> <li>• It accounts for a person's interests and aspirations;</li> <li>• It can include strengths-based careers coaching and goal setting, skills building based on one's existing skill level, and job matching to provide employers with a workforce possessing the specific skills they may need</li> </ul> <p><b>Place</b> informs the person-centred approach:</p> <ul style="list-style-type: none"> <li>• Hubs are adaptable to local labour market conditions and region-specific barriers to employment</li> <li>• Hubs hold and develop connections to adjacent or non-vocational service providers that can be leveraged according to individual needs and circumstances (e.g. across health and wellbeing, transport, housing, childcare)</li> </ul>	<p>Outcome 1: delivers meaningful employment outcomes for local people and employers</p>
<p><b>2. Bridging role between supply and demand</b></p>	<p>Under the employment interventions typology (adapted from BSL 2023 and Bredgaard 2017), Hubs are designed to engage in three categories of employment interventions for people and employers in place:</p> <ul style="list-style-type: none"> <li>• <b>Supply-side interventions</b> which build the capacity (skills, confidence, knowledge) of job seekers to enter and move around the labour market;</li> <li>• <b>Demand-side interventions</b> which develop employment opportunities, or employers themselves, to meet skilled workforce needs; and</li> <li>• <b>Bridging interventions</b> that link, match and support job seekers (supply) with employers to respond to appropriate work opportunities (demand).</li> </ul> <p>These model elements structure the work of the Hubs and provide a shared language across Hubs and government, enabling Hubs to identify points of similarity, difference, best practice, and opportunity, within the network and in each Hub region's local service ecosystem. Of these the bridging role is key, supporting job seekers (supply) and employers (demand) to enable each to better respond to appropriate work opportunities, thereby meeting the future workforce needs of local industry. For job seekers and learners, this may include skills development and training aligned to available employment opportunities; whilst for employers and industry this may comprise activities that support recruitment and retainment of employees, and co-designing training offerings tailored to employers' skills requirements. Hubs sit between job seekers and employers and can match both to facilitate employment opportunities. Post-placement support is provided to both jobseekers and employers to enable sustainability of outcomes.</p>	<p>Outcome 2: fills the workforce needs of local industries</p>

### 3. Top-down/ bottom-up governance architecture

The RJH Initiative’s multi-level, top-down, bottom-up collaborative governance ‘architecture’ ensures contributions from a range of community-, state- and federal-level stakeholders are leveraged and actioned, underpinned by monitoring to ensure accountability. Feedback loops established between Hubs, their Advisory Boards and decision-makers in government allow community-level actors to communicate local insights to government, and for Jobs Tasmania to relay critical updates and resources regarding EET opportunities to Hubs. This bottom-up, top-down governance ensures that a community-led voice through the Hubs can influence policy and funding decisions, and that government can utilise Hubs’ local expertise when designing local education, training and employment solutions.

#### **Community level: RJH Advisory Boards**

- Community governance through Hubs and their Advisory Boards determines each Hub’s focus of effort (i.e. priority industries, training effort, partnerships), and designs solutions around local challenges and opportunities.
- Comprised of key stakeholders from their Hub region, Advisory Boards represent a range of community and industry perspectives across the EET ecosystem. They set the Hub’s strategic direction, broker and manage strategic partnerships with community and government, oversee Hub performance against its grant deeds, identify complementary funding opportunities to resource the Hub, and advocate for policies, programs and infrastructure that meet regional needs.

#### **Community level: Regional Jobs Hubs**

- Hubs know who is best placed in their region to deliver on training gaps and can identify the social infrastructure (like housing and transport) and policy conditions that are needed to support emerging industries and workforces.
- While Hub operations teams share many of the activities of Advisory Boards, they are more focused on service implementation and managing finite resources to deliver what their community needs.

#### **Community to State-level: The RJH Network**

- The RJH Network is another key governance component of the model. Through the Network, Hubs share innovations and best practice with each other and government, agree to terms of reference and a shared ambition, act as a collective voice informing government’s policy and program development, and identify system blockers (see below, ‘Networked model’ for detail).

#### **Government level: Jobs Tasmania (as System Steward)**

- Shared governance arrangement requires state government (Jobs Tasmania) to shift from arms-length ‘purchaser’ to active co-producer of employment services with the Hubs. Jobs Tasmania’s specified role as a ‘System Steward’, managing practice, program and policy effort between local, state and federal initiatives, and BSL and UTAS as ‘learning partners’, is critical in facilitating this governance structure (see below, ‘Role of the System Steward’ for detail).

Outcome 3: shapes and co-develops government policy and programs to address local need

### 4. Networked model

The Regional Jobs Hubs, their Advisory Boards and Jobs Tasmania work as a state-wide network that advances regional issues to collectively inform state-wide policy and program implementation. This involves sharing and harnessing diverse expertise and learnings through a common model, identifying as a networked community with a shared ambition and policy agenda, and collaboration between the Hubs and government. This work takes place both within and between Community of Policy and Practice meetings.

Outcome 4: facilitates sharing of learnings and co-development of best practice approaches

### 5. Hub as an authoritative regional EET gateway

The Hubs act as an authoritative community gateway for education, employment and training opportunities in their region by connecting networks, incentives and investments for jobseekers and business, and providing information and advice around these connections. This work is enabled by the trust and reputation that they hold in their communities.

Outcome 5: facilitates durable workforce solutions that respond to the region's current and future needs

**These next five 'enabling' Design Features play a critical enabling role for the Key Design Features, and hence in the Network-wide outcomes too. The outcomes would not have been realised without the interplay of these enabling Design Features with the Key Design Features.**

### 6. Collective Stewardship

Accountability for effective implementation of the model is laid out across five streams of Stewardship, and shared (and specified) across the Initiative's three key governance bodies: Jobs Tasmania, the RJH Advisory Boards, and the RJH operational teams (see: [Collective Stewardship](#)).

The five streams are:

- 1. Governance:** to carefully and responsibly manage
- 2. Policy and Strategy:** designing and planning responses to achieve the RJH goals
- 3. Partnership Development:** developing essential relationships to achieve RJH goals
- 4. Strategic Communications:** to highlight the work and intent of the RJH Initiative
- 5. Data-driven Effort:** data and evidence to drive the RJH work and demonstrate value

### 7. Active and intentional system stewardship by Jobs Tasmania

Alongside Governance, Jobs Tasmania fulfils the role of 'System Steward' through focused activity across the five streams of 'collective stewardship'. Jobs Tasmania in its role as System Steward is leading a policy agenda that pays close attention to effective implementation and the time that this requires, rather than seeing it as merely operational. Jobs Tasmania steers employment outcomes by actively seeking to align policy, programs, and resources **across** the divisions of the Department of State Growth and other relevant State Government Departments (horizontal alignment); and **upwards**, so that learnings and local data and knowledge from the Hubs and their Advisory Boards can inform state and federal policies and programs (vertical alignment).

This alignment helps to strengthen employment outcomes for individuals, community, and employers by:

- providing a more efficient and effective use of funding tailored to community and labour market needs;
- identifying and responding to the duplication of services, enhancing efficiency in a resource stretched employment, education and training system; and
- demonstrating how the regional training funds can be co-funded with commonwealth skills funding to be more effective.

This role sees JT share power with RJHs so local communities can influence policy and funding decisions to better address the needs of local people and businesses.

Critically, the State rather than Commonwealth government is designated as the System Steward as state government is best placed to understand challenges and opportunities in communities for local people, employers and industries. State government can also leverage and align complementary state-funded and administered programs across education, skills, health and wellbeing and business to support jobseekers into employment.

### 8. Commissioning approach

Regional Jobs Hubs are block funded by Jobs Tasmania. While funding arrangements ensure strong accountability to specified milestones, and increasingly – in line with implementation phase – to outcomes and impact, Hubs are not bound by strict compliance or standardised performance requirements and instead are granted the flexibility to tailor their work to what is best for their participants and their region. It also means that they are not in competition with each other for available funding, fostering a culture of collaboration.

### 9. Embedded Learning Partner

Providing research, evaluation, data and service development to support the implementation and evolution of the model, the independent Learning Partner (currently BSL) facilitates the critical linking work across key actors to align strategy, policy and programmatic investment to the needs of local labour markets, communities, and industry and employers. The Learning Partner promotes learning and feedback loops between the top-down and bottom-up governance to test, refine and adapt the RJH model, and to ensure the conditions and mechanisms to realise the systemic Ambition of the RJH Initiative are created.

### 10. Developmental evaluation

Developmental evaluation supports the development and implementation of the Regional Jobs Hubs model by ensuring that emerging evidence is used to define and progress a state-wide community employment model that adapts to place. For example, real time data is used to drive the agenda in the Community of Policy & Practice. A developmental evaluation approach underpins the systemic change methodology.

# Change Domains: the practices that count in realising the Ambition and outcomes

In a systemic change initiative, equal attention must be paid to the effective *implementation* of the features of the model and the conditions that enable implementation, as to the establishment of these features.

For the RJH Initiative, **Change Domains** were initially formulated from systems change and implementation science literatures, and emerging evidence from EET research and practice. Further analysis and iteration sought to contextualise the Change Domains to Tasmania’s unique labour market and demographic contexts. Together with the RJH Network and Jobs Tasmania, the Learning Partners refined these domains and areas of effort in line with evidence which emerged during the model’s phased implementation. Four Change Domains were ultimately identified. Effort across these four Change Domains contributes to the progress outcomes, and subsequently the individual- and system-level outcomes, of the Initiative.

## An evolving model

1. We started with six Change Domains



2. Through the developmental evaluation, the Change Domains were adapted based on emergent insights and tested with the Network, including some new Domains



3. In the outcomes evaluation, four finalised Change Domains were used to understand progress and impact



4. The next phase of implementation should continue to focus on shifting conditions and practice through these areas of targeted effort



# Realising the Ambition with the model: Change Domains

Each Change Domain is comprised of measurable practices ('targeted areas of effort') that support effective implementation of the Design Features.

It was found that attending to these areas of effort not only supported effective implementation of the model, but also shifted critical systemic conditions that contribute to the Initiative's System-level Ambition.

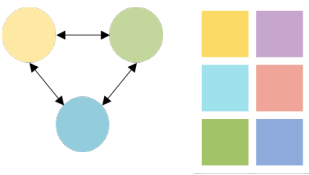
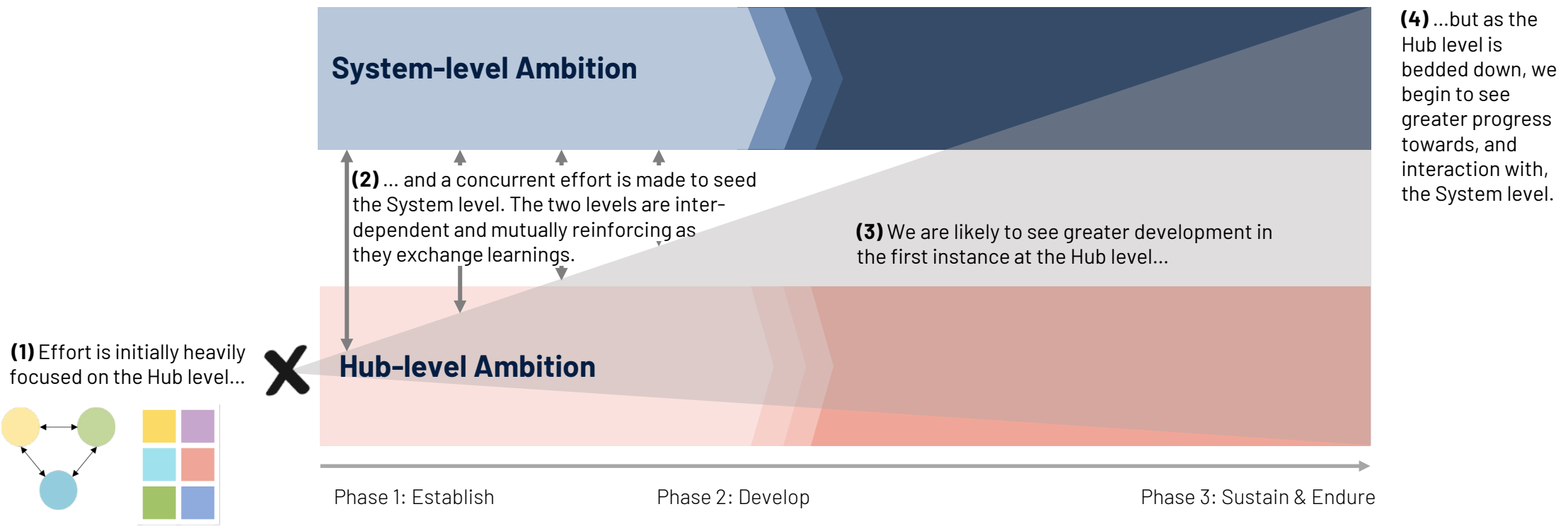
The full Outcomes Framework can be found [here](#).

Change Domain	Targeted areas of effort
Data & Evidence	Using data and local knowledge to drive the work
	Evidence-based communication of RJH impact
Network Governance	Collaborative decision-making among Hubs and with JT
	Openness and transparency among Hubs and with JT
	RJHs and JT advocating and influencing policy
	Developing a shared RJH Network identity and mission
Community & Industry Partnerships	Mobilisation and growth of local networks of stakeholders
	Co-design activities with industry and community
	Reputation of RJH in local community
Strategic Learning	Refining practice: improving what we do
	Reframing strategy: improving how we understand what we do
	Reimagining learning: improving how we learn about what we do

# The two-level change Ambition

Connecting local people to local jobs in and across the Hub Regions; *and* policy and resource alignment that supports this and equips local people and industry for jobs of the future

The Design Features and Change Domains drive the Hub-level (implementation), as well as the System-level (systems change) Ambition. In these kinds of systems change initiatives, early work is focused on effective implementation in place while maintaining a view of long-term systems-level change to policies, resources and infrastructure. In short, the two levels of change happen at different speeds.



# 5b. **Methodology**

Evidence-making that drives effective implementation

## **5b. Methodology**

- i. Overview of methodology
- ii. Developmental evaluation
- iii. Outcomes evaluation

# 5b. i. **Overview of methodology**

An adaptive approach to measuring outcomes

# Evidence-making that drives effective implementation

Driving and measuring outcomes of innovative systemic change initiatives such as the RJH Initiative is complicated. They are dynamic: constantly changing and evolving over time. Evaluation must adapt to these conditions, especially in the early phases of an initiative. For this reason, we employed an adaptive methodology for the evaluation of the RJH Initiative. It comprised two interrelated streams of evaluative research\*:

- i) a **developmental evaluation**; and
- ii) a **formative outcomes evaluation**.

The developmental evaluation was the key focus, spanning the intensive implementation phase of the new Initiative (see [Evaluation Timeline](#)).

## About the developmental evaluation

In a developmental evaluation, the model and evaluation develop, influence and evolve alongside one another, and in collaboration with the subjects of its research. The approach is designed to walk alongside and inform real time implementation in place (Hart 2017). This meant that as the model was refined, the Learning Partners were able to identify the mechanisms and conditions that enable progress, particularly the kinds of change that need to be measured to inform an effective state-wide community employment model. Multiple measures are needed, including outputs, indicators, and progressive and final outcome measures. While some were known from the outset, others needed to be created and collected.

## Approach to the developmental evaluation

Mixed qualitative and descriptive quantitative methods (outlined in Section 5b) were employed to: document the model; develop the [initial Theory of Change](#); identify preliminary measures; and identify what is working and how, utilising data collection and established feedback loops.

This enabled Learning Partners to:

- understand the conditions that enable the delivery and progress of the Regional Jobs Hubs model;
- generate evidence that enables Hubs to adapt their practice based on emerging insights and learnings;
- inform, develop and refine progressive indicators and outcome measures which will identify and track Jobs Hubs' value and impact over time;
- develop the necessary program documentation to enable effective measurement of the RJH Initiative's outcomes;
- use emerging evidence to test and refine the model; and
- understand stakeholder perceptions of the RJH model compared to other place-based employment initiatives.

*\*Ethics approval for the evaluation was obtained from the Brotherhood of St. Laurence's (BSL) Human Research Ethics Committee (HREC) in March 2023.*

# Evidence-making that drives effective implementation

## About the outcomes evaluation

The data from the developmental evaluation formed the basis for the evaluation of outcomes to date. The outcomes evaluation is formative. It was undertaken during the early phases of model implementation and is focused on understanding the contribution of the model to outcomes. This is important: it will enable high quality implementation and replicability of the model in and across Tasmania and beyond. It also supports the RJH Network to develop further by building on learnings to date as the Initiative enters its next phase.

## Approach to the outcomes evaluation

Our approach to identifying the Initiative's outcomes combined elements of **contribution analysis** and **outcomes harvesting**.

**Contribution analysis** is interested in understanding how and why certain changes occurred, identifying the contributions the model made toward them. Its attention to the impact of external factors is also useful to evaluate an initiative as broad in scope and reach as this.

Our assumptions about how model activities contributed to the observed outcomes were laid out in 'outcomes chains'. These outcome chains were informed by the theories of change identified in

the contribution analysis. These chains helped us identify weak points in our understanding of the model's contribution to outcomes.

Contribution analysis emphasises clearly defined theories of change, which is tricky to achieve in iterative, developmental innovation projects. In these projects, including the RJH Initiative, there is always significant potential and indeed encouragement of variability in the implementation of the model.

To address this issue of an evolving Theory of Change we complemented the contribution analysis techniques with an **outcomes harvesting** approach. Outcomes harvesting accommodates complex program contexts where the specific nature of the activities being delivered over time are not fixed or easily defined. Moreover, it is useful when there is less certainty about the relations of cause and effect. A harvesting approach involves working backwards from observed outcomes to ascertain if and how the model contributed to those changes. Testing the plausibility of these assumptions with key stakeholders is a feature of both contribution analysis and outcomes harvesting.

Detailed steps involved in this method are covered [in Section 5b. iii.](#)

# Developmental evaluation: testing the model

## Design Features    Change Domains

1. The **RJH Model** was designed based on two strands of evidence:

- Tasmanian, Australian and international evidence about policies, strategies and interventions that improve EET outcomes for job seekers, business and community;
- initial semi-structured consultations held with RJHs and Advisory Boards to gather local expertise and learning.

The model was designed to adapt over the course of the developmental evaluation, to identify the Design Features of the testable model.

2. The **initial Change Domains** were concurrently developed and informed by:

- systems change literature;
- evidence from EET research and practice, contextualised for Tasmania's unique labour market and demographic contexts.

They are underpinned by measurable indicators of progress in each area of effort. The Change Domains were also designed to adapt over time and had three core purposes:

- **Evaluative:** to understand how the model was contributing to shifting systemic change conditions;
- **Model efficacy:** to embed ongoing accountability to attend to conditions for change (Change Domains) which enable effective implementation of the model (Design Features);
- To act as a **tool** to help identify and refine targeted areas of effort.

3. The **data collection activities** were selected based on the Change Domains. As the multiple and interacting data collection activities took place over the course of the developmental evaluation, both the model and Domains were tested with the RJH Network and adapted based on feedback and emergent insights.

4. By the end of the developmental evaluation, after continued adaptation and refinement, the Learning Partners ended up with:

i) the **Design Features**;

The Design Features are structural features of the model that were identified throughout the developmental evaluation as core to the Initiative's success.

ii) the **Outcomes Framework**.

The Outcomes Framework included **four** final change domains, each with a suite of associated indicators, *as well as* identified '**progress outcomes**', '**individual and population-level outcomes**', and '**system-level outcomes**' that the change domains were understood to collectively contribute to.

# Outcomes evaluation: testing the contribution of the model to outcomes

## Design Features    Change Domains

5. To assess the outcomes (particularly the contribution of the model to the outcomes), the Learning Partners systematically triangulated data from the developmental evaluation to identify key Network-wide outcomes to date. Drawing on theoretical systems and place-based literature as well as learnings from the developmental evaluation, the team then assigned and attributed one **Key Design Feature** to each of the key outcomes to simplify the analysis and subsequent testing. The outcomes and the attributions of Design Features to the outcomes were then tested with the RJH Network and key community stakeholders, as outlined [in Section 5b. iii.](#)

6. Following the outcome testing, the Learning Partners identified and finalised an understanding of the contribution of the model to Network-wide outcomes. This covered:

The **10 Design Features**, with five Key Design Features and five enabling; and

**Five key Network-wide outcomes**, each with a respective Key Design Feature.

The evaluation has assessed up to the furthest possible point at this stage of implementation. As the RJH Network moves into its next phase of implementation:

The Design Features will continue to be refined;

and although the Change Domains and Outcomes Framework have served their **evaluative purpose**, they should continue to serve their role in **model efficacy** and as a **tool** to support the model's refinement.

## 5b. ii. **Developmental evaluation**

Learning in real time to enable effective implementation

# Data collection activities

The developmental evaluation included six key forms of (qualitative and quantitative) data collection including consultations, participant observation of network meetings, periodic and activity reporting, surveys and focus groups. Together, these data sources facilitated an understanding of model implementation activity and progress per the indicators of change set out in the initial Change Domains. Emergent findings from the data collection also informed model development and refinement (i.e. Design Features and Change Domains). The resultant outcomes are laid out in [Section 3](#).

Activity	Design	Purpose
<b>Hub consultations and Pre-Community of Policy &amp; Practice (Pre-CoP&amp;P) meetings</b>	<ul style="list-style-type: none"> <li>The Learning Partners facilitated a series of formal and ad-hoc consultations held throughout the evaluation (July 2022–December 2023) with RJH operations managers, staff and occasionally Advisory Board members</li> <li>This included initial site visits and consultations, and Pre-CoP&amp;P meetings held individually with each Hub before each CoP&amp;P meeting</li> </ul>	<ul style="list-style-type: none"> <li>Understand the work of the Hubs, including challenges and successes</li> <li>Prepare for co-design and co-production in CoP&amp;P meetings by:               <ul style="list-style-type: none"> <li>Introducing the chosen CoP&amp;P theme and its parameters;</li> <li>providing an opportunity to ask questions and shape the CoP&amp;P agenda;</li> <li>enabling understanding of content so RJHs could think through and/or prepare case studies or ideas to share in advance of the meeting.</li> </ul> </li> <li>Enable regular qualitative data collection from the Hubs on their implementation (e.g. updates on staffing, Advisory Board membership, community and industry partnerships, status of projects)</li> </ul>
<b>Community of Policy &amp; Practice (CoP&amp;P) meetings</b>	<ul style="list-style-type: none"> <li>Quarterly meetings involving RJH operations managers, select operations staff (one per Hub per CoP&amp;P, at discretion of Hub managers, based on expertise relevant to CoP&amp;P topic and for capability building), Advisory Board chairs, additional Advisory Board members (at Hub’s discretion), JT staff, Learning Partners (BSL and UTAS), and occasionally RJH participants as part of Hub-facilitated ‘panels’ focused on their experiences engaging with the Hub</li> <li>Five were staged between December 2022 and November 2023</li> <li>Rotating locations, including Launceston, Hobart, Pontville, St Helens and Devonport</li> <li>Comprise a half-day of activities and discussions, designed and facilitated by BSL and Jobs Tasmania</li> <li>Each CoP&amp;P has a theme, co-developed by BSL and Jobs Tasmania, that aligns with a timely policy opportunity</li> <li>A short online survey at meeting’s close captured CoP&amp;P attendee feedback on session</li> </ul>	<ul style="list-style-type: none"> <li>Foster connections and collaboration across the RJH Network</li> <li>Hubs share practice expertise, solve collective problems, and co-design policy recommendations for JT to consider</li> <li>Platform for JT to provide policy and program updates to Network</li> <li>Post-CoP&amp;P surveys capture Hub feedback of meetings to inform future CoP&amp;P design, canvass RJH attitudes toward CoP&amp;P</li> <li>Participant observation for the evaluation</li> </ul>

Activity	Design	Purpose
<b>RJH periodic reporting</b>	<ul style="list-style-type: none"> <li>• RJH activity reporting on a bi-monthly basis</li> <li>• Co-designed by BSL, Jobs Tasmania and the RJH Network</li> <li>• Activity categories framed around employment interventions typology, including, for example, type and number of services delivered, referrals, job placements, filled vacancies, employer partnerships</li> <li>• Non-identifiable participant demographic information also captured</li> <li>• Three reports delivered in June, September &amp; November 2023* (*only NEBHub and WNWW provided November reports)</li> </ul>	<ul style="list-style-type: none"> <li>• Capture the range of activities carried out by each Hub</li> <li>• Evaluate the nature and extent of RJHs’ activity across supply, bridging and demand interventions</li> </ul>
<b>RJH participant surveys</b>	<ul style="list-style-type: none"> <li>• Two online surveys of RJH participants:               <ul style="list-style-type: none"> <li>• One for job seekers and learners</li> <li>• One for employers</li> </ul> </li> <li>• Carried out over a one-month period in August and September 2023</li> <li>• Designed by BSL with feedback from RJH Network and JT to improve language accessibility</li> <li>• Participation was voluntary and anonymous</li> <li>• Surveys were distributed by Hubs, using established communication channels (e.g. bulk email or SMS, newsletter, social media, or during service delivery)</li> <li>• Included a range of multiple-choice and open-ended questions, focusing on topics such as participants’ experiences engaging with RJHs, how they heard about the Hub, opportunities or services the Hub delivered and/or connected them to, and what was most beneficial and/or unique about their involvement with the Hub.</li> </ul>	<ul style="list-style-type: none"> <li>• Capture RJH participant feedback relating to their service experience</li> <li>• Gauge reputation of Hubs from their participants’ perspective</li> <li>• Measure whether Hubs’ services are supporting participants to pursue their personal career aspirations and interests</li> </ul>
<b>Focus groups</b>	<ul style="list-style-type: none"> <li>• Facilitated by BSL, involving RJH Advisory Boards and community stakeholders across the state</li> <li>• 13 hour-long focus groups held over May and June 2023 (BODEC and SETN Board focus groups did not take place due to scheduling challenges)</li> <li>• Two focus groups per Hub:               <ul style="list-style-type: none"> <li>• One for their Advisory Board</li> <li>• One for a group of key EET stakeholders from their community, as determined by JT in conjunction with each Hub</li> </ul> </li> <li>• Staged an additional focus group with ‘state-wide’ community stakeholders who operate across multiple regions</li> </ul>	<p><b>Advisory Board</b> focus groups:</p> <ul style="list-style-type: none"> <li>• Understand inner workings of each Hubs’ governance setup</li> <li>• Identify common aspects and points of difference in Advisory Boards’ functions across the Network</li> </ul> <p><b>Community stakeholder</b> focus groups:</p> <ul style="list-style-type: none"> <li>• Highlight the various conditions and factors that contribute to an effective partnership between Hubs and key local actors</li> </ul>
<b>Jobs Tasmania activity reporting</b>	<ul style="list-style-type: none"> <li>• Fortnightly meetings between JT and Learnings Partners</li> <li>• Delivery of one comprehensive, formal activity report in March 2023 across the five streams of Collective Stewardship (Governance; Strategy and Policy; Partnership Development; Strategic Communications; and Data-driven Effort)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Meetings</b> as key mechanism for regular activity updates, sharing of evaluation and implementation learnings; part of wider feedback loops between System Steward, Learnings Partners</li> <li>• <b>Comprehensive report</b> evidences activity and impact of Jobs Tasmania’s stewardship role and areas for future improvement</li> </ul>

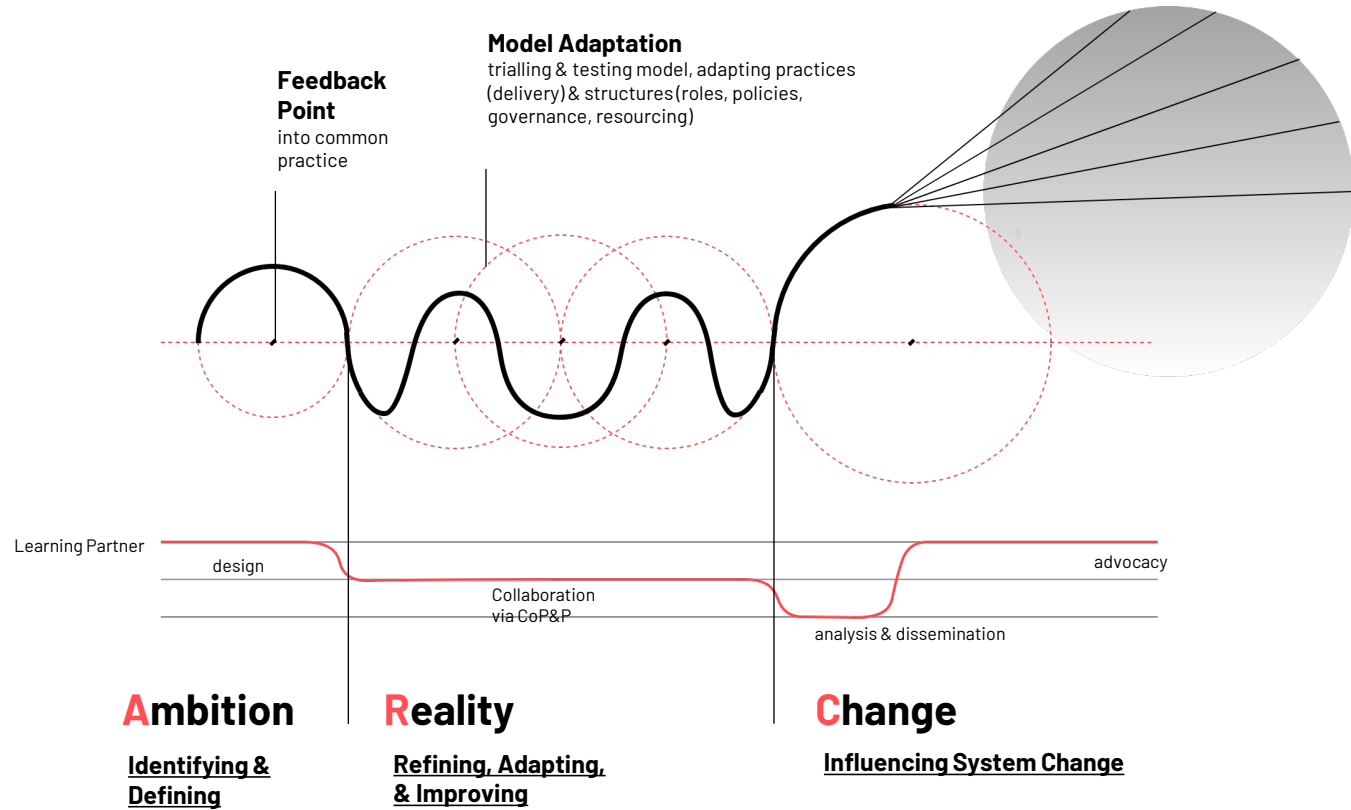
# Data collection limitations

Due to the iterative nature of the developmental evaluation approach, and the early stage of the RJH model, the data collection activities employed throughout the project faced some challenges in generating the evidence that was anticipated. The table below details these limitations.

Activity	Limitations
<b>Periodic reporting</b>	As RJHs are at different stages in establishment, there are considerable discrepancies in their activity reports, with some completing them in their entirety, and others reporting only on the activities relevant to where they are at in their development. Hubs expressed difficulties finding time for reporting, which was an added administrative burden on top of existing reporting requirements to government and the day-to-day Hub operations. Hubs also reported issues around using the CRM system to generate reports, specifically their own capacity to use the software, and limitations in the software itself. Due to these challenges, the evaluation relied on qualitative data to contextualise Hubs' activity reporting. Moreover, the inconsistency of the data set restricted measurement of progress across time, and comparison between Hubs. Reporting improvements were observed across the Network since the first June report, with all Hubs now reporting, and several widening the range of data fields they are reporting on. Future evaluation of the Initiative would profit from a focus on capability building for Hubs around data reporting and using CRM systems.
<b>Focus groups</b>	Due to difficulties in arranging a suitable time to meet, focus groups with SETN and BODEC Advisory Boards did not take place. For this reason, our understanding of those Hubs' internal governance processes and activities were limited to conversations held during Pre-CoP&P consultations, CoP&P meetings and their outcome testing consultations. An additional limitation of our focus group data is that only one round of data collection was performed due to limited capacity of the Learning Partners. This limits the extent to which we can measure progress over time, both for the activity and impact of Advisory Boards and in the partnerships Hubs hold with community stakeholders.
<b>Surveys</b>	<p>Surveys of RJH participants produced a relatively small sample size of responses, which is particularly apparent when analysing the data relating to individual Hubs, as for some only a handful of responses were received. This challenges the validity of any findings pulled from individual Hub survey data sets, and the extent to which they are representative of the wider cohort of RJH participants.</p> <p>In addition, the recruitment of survey respondents may have influenced survey results, and should be kept in mind when interpreting our survey findings. Hubs were responsible for sharing the surveys with their participants while the Learning Partners and Jobs Tasmania stayed at arm's length from the recruitment process, to protect the confidentiality of RJH participants. While this was a necessary precaution, there is the potential for bias if Hubs select participants who are predisposed to submit more favourable feedback of the Hub in the survey. Although most Hubs indicated they aimed to share the survey via mass communication channels (e.g. bulk email or SMS, newsletter, social media), some flagged that they were required to engage their participants individually to boost survey take-up and avoid those who aren't RJH participants completing the survey, the latter of which risked skewing the data.</p>
<b>Jobs Tasmania activity reporting</b>	Only one formal activity report was submitted, which limited the extent to which we could measure Jobs Tasmania's progress and evolution against the five streams of Collective Stewardship over time. This was mitigated by the range of other feedback loops established between JT and Learning Partners, such as fortnightly meetings and other forms of regular, ad hoc communication.
<b>Data party</b>	An extensive data collection exercise was undertaken at the final CoP&P, with the aim to fill gaps in knowledge key to the evaluation resulting from these limitations. This exercise involved all Hub managers as well as Board chairs and operations staff present at the CoP&P meeting. Ad hoc requests for data and information from individual Hubs have also supplemented the evaluation's data sets.

# Adaptive ARC

Testing the model and measures



Over the life of the DE, the multiple data sources were analysed – singularly and/or in combination – and then presented to the CoP&P, individual Hubs and Jobs Tasmania for critical analysis and feedback. Drawing on the expertise of project partners through these intentional feedback loops, the Learning Partners then refined the structural (Design Features) and practice elements (Change Domains, with accompanying progress indicators) of the model to both reflect and support its effective implementation.

This diagram shows one tool that we have developed to foster collaboration and learning. We call it the Adaptive ARC, with ARC referring to how we take innovative models through iterative stages of defining an *ambition*, to testing in *reality* and onto influencing system *change*. The Adaptive ARC works through shared practice reflection which creates feedback loops. These loops drive continuous improvement and refinement of the innovative model.

# 5b. iii. **Outcomes evaluation**

Understanding the model's contribution to impact

# Outcome harvesting activities

Activity	Design	Purpose
<b>Identifying outcomes</b>	<ul style="list-style-type: none"> <li>Learning Partners analysed all available data generated through the evaluation that evidenced effort across the Change Domains</li> <li>Per the Outcomes Harvesting approach, the team collated the strong and positive outcomes* and from this, several key Network-wide outcomes emerged</li> <li>For each outcome, the Learning Partners designed an 'outcome chain' including the Design Features that their analysis attributed to that outcome</li> </ul>	To bring together all evidence from the DE to attribute particular Design Features, core activities, enabling conditions and Change Domains of the model to observed outcomes.
<b>Testing outcomes</b>	<p>10 one-hour online 'outcome testing' consultations held over November and December 2023 and facilitated by BSL, including:</p> <ul style="list-style-type: none"> <li>7 x Regional Jobs Hubs (one per Hub, each comprising both operations manager and Advisory Board chair)</li> <li>1 x Jobs Tasmania staff</li> <li>2 x sessions with community stakeholders assessed by JT to have considerable visibility of the Initiative across multiple regions</li> </ul>	To strengthen our understanding of the model's impact with key stakeholders with visibility of the Initiative across multiple regions, while providing key stakeholders an opportunity to clarify or challenge our observations and attributions.
<b>Finalising outcomes</b>	The Learning Partners revised its observed outcomes based on insights gleaned through outcome testing consultations, to ensure our understanding of the model's impact is informed by a range of key perspectives, strengthening the validity of our analysis. Outcomes validated through this process are documented in <a href="#">Section 3b</a> .	To refine and validate observed outcomes for the purpose of the Final Evaluation Report.

*\*Given effort is required across all Change Domains to shift structural conditions, the Learning Partners did not disregard areas where effort across the Change Domains was less strong. This is analysed on a Hub-by-Hub basis in [Section 5c](#).*

# Outcome harvesting limitations

Activity	Limitations
<b>Testing outcomes</b>	<p>The chosen outcome evaluation approach diverged from traditional outcomes harvesting in the way it sought to substantiate the outcomes by incorporating input from independent stakeholders external to the project. Community stakeholders were consulted throughout the outcome testing process, whose insights contributed to our understanding of which outcomes were realised, and how. This was a necessary perspective to include in an analysis of a community-driven model that is meant to complement existing regional service landscapes. However, the geographic diversity of the RJH Network meant that these community stakeholders were familiar with only a few individual Hubs at most, and of those they had interacted with, these relationships were often limited to specific aspects of each Hub’s activity. Without a line of sight to all RJH Network activities, this independent verification of our findings was somewhat limited.</p>

# Outcome testing

## Testing and validating how the model contributes to impact

### The outcome testing approach

1. Identify the key questions the evaluation sought to answer (i.e. what were the specific Design Features of the model, and what impact did they have?)
2. Analyse evaluation data to identify where the model's *anticipated impact* (as captured by the Ambition outcomes) appeared to occur, as well as any other unanticipated outcomes
3. Determine whether those observed outcomes can plausibly be attributed to any Design Features, activities and/or enabling conditions of the RJH model
4. Draft succinct outcome descriptions and 'chains', taking into account:
  - What happened, and how;
  - Our assumptions of what caused, or helped cause it to happen;
  - The nature and strength of that contribution (e.g. strong/weak; direct/indirect; etc.)
5. Test observed outcomes, as illustrated by outcome chains, with RJHs, Advisory Boards, Jobs Tasmania and key community stakeholders, to:
  - Gauge agreement that it was indeed an outcome of the Initiative, and if so, that it can be attributed to the indicated Key Design Feature;
  - Identify anything missing from our understanding of impact;
  - Correct the order in which we posited change to have occurred;
  - Gauge the extent to which the outcome was achieved, and what needs to happen to bring about further progress;
  - Identify any additional outcomes or explanations for how that outcome was achieved
6. Analyse and interpret the revised outcome chains to formulate evidence-based answers to the evaluation questions established at the outset.

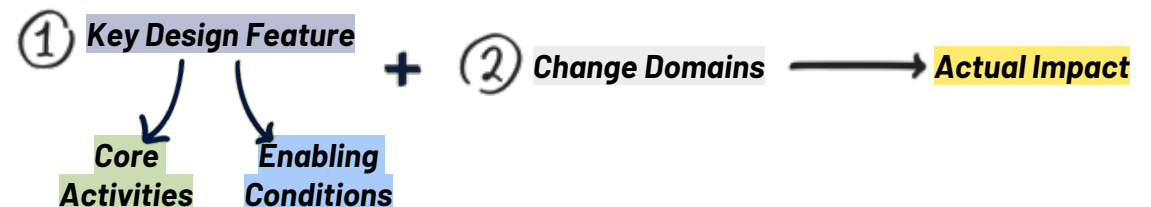
### Before outcome testing (identifying how change occurred)

For each Network-wide outcome we observed, we attributed one *Key Design Feature* (comprising *core activities* and *enabling conditions*) and any effort across the *Change Domains* that we assume enables this Design Feature's implementation. (While only one *Key Design Feature* was attributed to each outcome, often [other model Design Features](#) comprised core activities and/or enabling conditions for that *Key Design Feature*.) The *Anticipated Impact* was drawn both from our assumptions about the model's expected outcomes (as captured by [the Ambition](#)), and our initial findings from the evaluation. 'Impact' as used here is defined as the overarching effect of all relevant outcomes across the three outcome levels (progress, individual and population-level, system-level).



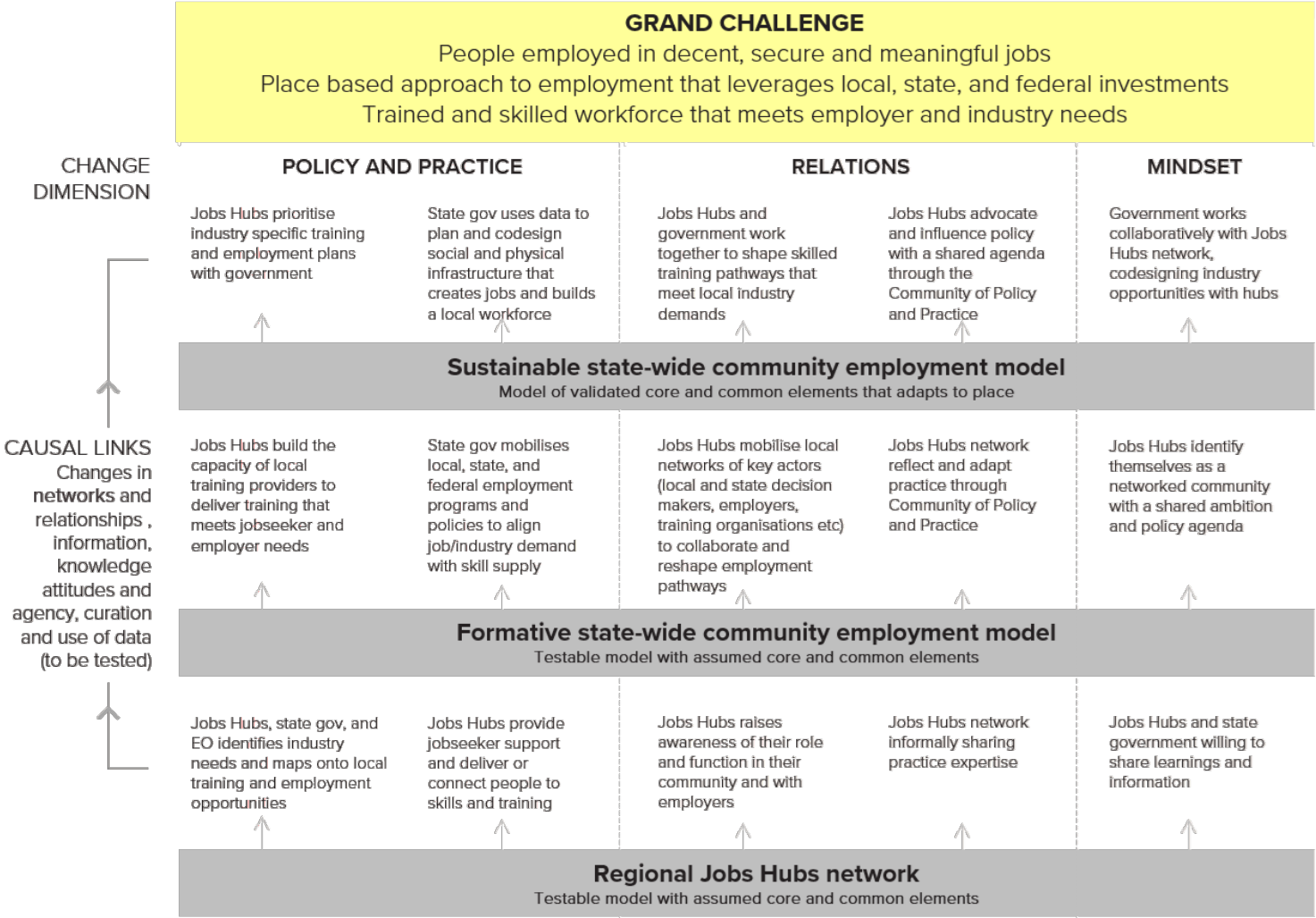
### After outcome testing (verifying how change occurred)

Through outcome testing we validated the outcomes of the Initiative, clarifying our understanding of how change (i.e. outcomes) actually occurred. These outcomes may or may not have aligned with the impact we assumed the Initiative would have (as set out in the Ambition). Any other, unanticipated outcomes were also noted. Where necessary we also refined our assumptions about how any core activities, enabling conditions and/or Change Domains contribute to impact.

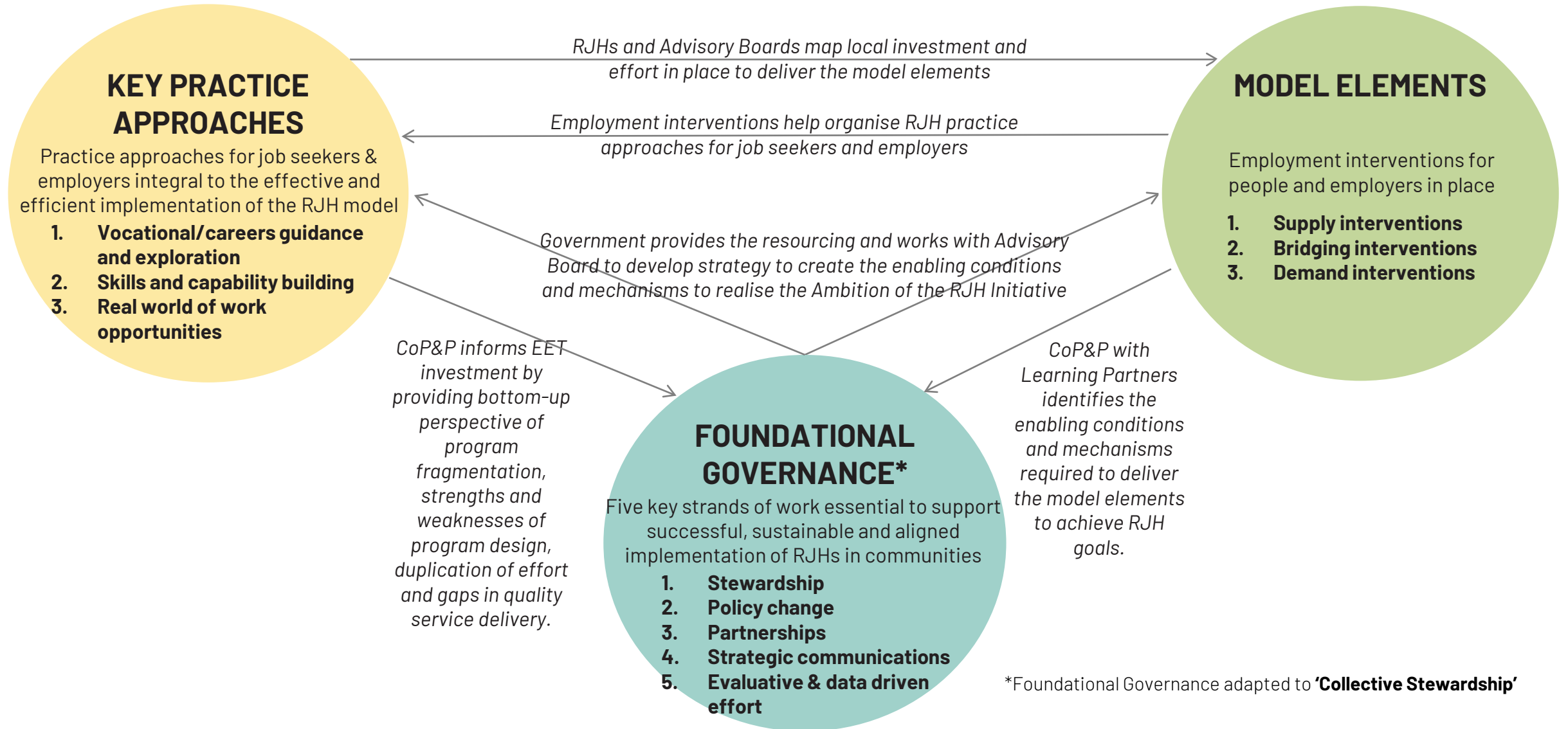


# **5d. Detailed model and evaluation resources**

# Initial Theory of Change (Sept 2022)



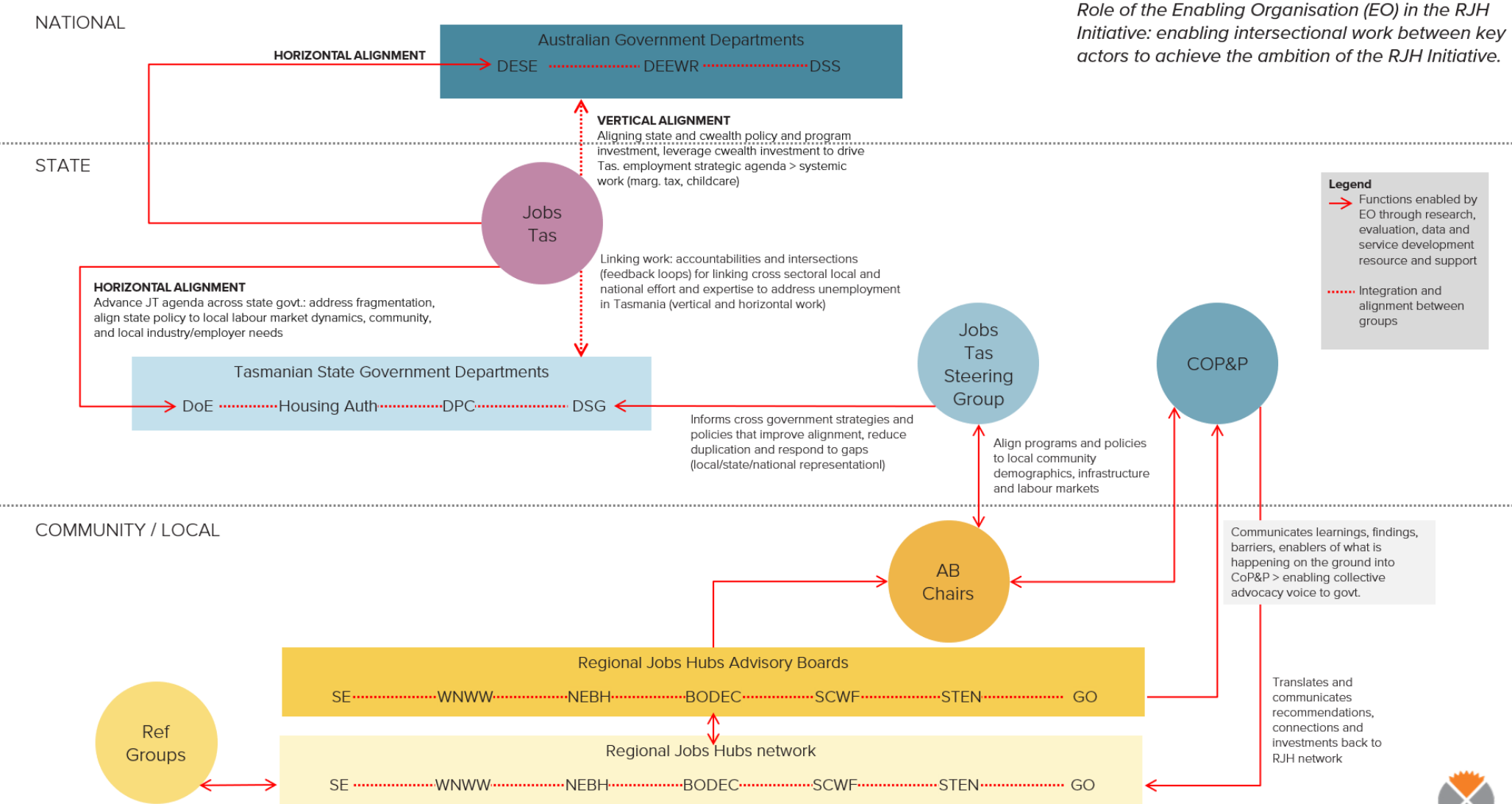
# Initial RJH Model (Sept 2022)



# Collective Stewardship

	GOVERNANCE <i>To carefully and responsibly manage</i>	POLICY AND STRATEGY <i>Designing and planning responses to achieve the RJH goals</i>	PARTNERSHIP DEVELOPMENT <i>Developing essential relationships to achieve RJH goals</i>	STRATEGIC / INTENTIONAL COMMUNICATIONS <i>To highlight the work and intent of the RJH Initiative</i>	EVALUATIVE / DATA DRIVEN EFFORT <i>Information, data and evidence to drive the RJH Initiative and demonstrate value</i>
Jobs Tasmania State-wide Jobs Hubs (SJH) Service Delivery Unit	<p><u>State-wide RJH Stewardship</u></p> <ul style="list-style-type: none"> <li>Establish JT Service Delivery Unit</li> <li>Commission, contract manage and fund RJH</li> <li>Develop and commission evidenced informed employment programs</li> <li>Establish governance framework and governance structure</li> <li>Drive RJH Governance leadership and facilitation</li> <li>Build capability and capacity across the whole system through governance groups and</li> <li>Identify and implement key tools and resources to guide effective strategies, stewardship and operations of the RJHs</li> <li>Embed Community Voice (Tas citizens) in all aspects of the Initiative</li> </ul>	<p><u>Strategy</u></p> <ul style="list-style-type: none"> <li>Develop <b>State-wide Strategic Plan and priorities</b> (2021-2024)</li> <li>Develop <b>State-wide implementation plan</b> (priorities staged over 3 years)</li> </ul> <p><u>Policy</u></p> <ul style="list-style-type: none"> <li><b>Develop and advance JT policy agenda across government</b></li> </ul>	<p><u>State-wide Partnership/ engagement plans with:</u></p> <ul style="list-style-type: none"> <li>Commonwealth Government (DEWR &amp; Skills)</li> <li>Dept. of Education</li> <li>Dept. of Premier and Cabinet</li> <li>Priority industry sectors</li> <li>Regional Job Hubs and Advisory Boards</li> </ul>	<p><u>State-wide RJH Communication planning</u></p> <p><u>Communication of Outcomes and Impact</u></p> <p>Connect community, business and industry to the programs and agenda</p>	<p><u>State-wide Data and evidence development</u></p> <p><u>State-wide reporting on evidence of impact</u></p> <p><u>Support Hubs with Regional Data and research</u></p>
Regional Jobs Hubs Advisory Boards	<p><u>Stewardship of RJH Initiative</u></p> <ul style="list-style-type: none"> <li><b>Oversee performance of RJH</b> against grant deed, contract management</li> <li><b>Identify complementary income streams</b> (federal, state and local, industry, philanthropy, community) that may resource the RJH</li> <li><b>Strategic plan in place</b> that outlines key objectives, expected outcomes and resource allocations</li> <li>Identify the key priority groups to direct investment and allocate resources</li> <li>Ensure <b>Community Voice (Tas citizens) is embedded in all aspects of the Initiative</b></li> </ul>	<p><u>Strategy/ Policy for RJH</u></p> <ul style="list-style-type: none"> <li>RJH <b>Strategy development</b> that link to and is monitored through an implementation plan</li> <li>Develop and implement an <b>industry engagement plan</b></li> <li>Develop and implement a <b>skills development plan</b></li> </ul> <p><u>Regional policy and program development</u></p> <ul style="list-style-type: none"> <li><b>Develop an advocacy plan</b> to inform state-wide EET policies and programs that better align with their regions</li> <li>Identify and inform government around system blockers and enablers</li> <li>Identify and inform the government about community infrastructure (physical and social assets) that's required to facilitate and connect people with job opportunities</li> </ul>	<p><u>Partnership development</u></p> <ul style="list-style-type: none"> <li><b>Activate and build networks:</b> leverage opportunities, and resources across business, skills, ed and community sectors)</li> <li>Develop Partnerships to ensure key agencies understand their role and contribution to improving employment outcomes.</li> <li><b>Establish regional partnerships that can be leveraged for the RJH across business, community, government, services and philanthropy</b></li> </ul>	<p><u>Strategic and intentional Communication</u></p> <ul style="list-style-type: none"> <li><b>Establish and embed a mechanism for community</b> (including people experiencing unemployment) to inform, develop and review the Hubs strategic plan</li> <li>Provide two-way information flow on policy/programs trends, from sector leads on the AB about how it can better align its effort to achieve improved EET outcomes.</li> </ul>	<p><u>Evaluative data driven effort</u></p> <ul style="list-style-type: none"> <li>Utilises data, service mapping information and local expertise in the labour market to inform strategy and planning, identify job opportunities and codesign pathways to employment for local people</li> <li>Identify what's working well as evidenced by data to enable local people into meaningful work and strengthen these initiatives</li> <li>Workforce development profiles, local labor market trends, regional demographics and priority groups</li> </ul>
Regional Job Hubs Operations	<p><u>Stewardship of the RJH resources &amp; Operations</u></p> <ul style="list-style-type: none"> <li><b>Manage a finite resource allocation:</b> <ul style="list-style-type: none"> <li><b>Facilitate and leverage existing complementary investment</b> (state/community programs, wage subsidies, training funding) in community - brokering, linking, matching</li> <li>Develop a comprehensive knowledge of existing resources available to improve EET outcomes in the community</li> <li><b>Develop a comprehensive knowledge about place,</b> EET expertise, quality service provision and roles in community that contribute to achieving improved employment outcomes</li> </ul> </li> </ul>	<p><u>Strategy/ Policy for RJH</u></p> <ul style="list-style-type: none"> <li>Inform the further development of the state-wide employment framework</li> <li>Inform the development of policy and programs that enable the delivery as well as directly deliver the key elements of the state-wide community employment model</li> <li>Inform operational improvements to ensure the Job Hub continues to be effective and efficient</li> </ul>	<p><u>Partnership development</u></p> <ul style="list-style-type: none"> <li>Strategically leverage AB networks to create employment opportunities and keep abreast of policy and program trends.</li> <li>Develop and sustain operational partnerships across business, community, government, services and philanthropy that have the expertise and resources to deliver the key elements of the RJH model</li> </ul>	<p><u>Strategic and intentional Communication</u></p> <ul style="list-style-type: none"> <li>Establish and embed a communication platform that's accessible and relevant to key stakeholders (jobseekers, employers, community) about the RJH offer and opportunities</li> <li>Sharing and amplifying education, employment, training expertise through RJH CoP&amp;P</li> </ul>	<ul style="list-style-type: none"> <li>Use data to inform practice across model elements (supply, demand, bridging work)</li> <li>Inform /shape RJH outcomes measures</li> <li>Embed action learning approach within CoP&amp;P to further development of state-wide employment model</li> <li>Collection of CRM / admin data</li> <li>Embed and update EET service mapping within regions and across the state</li> </ul>

# Multi-level governance architecture



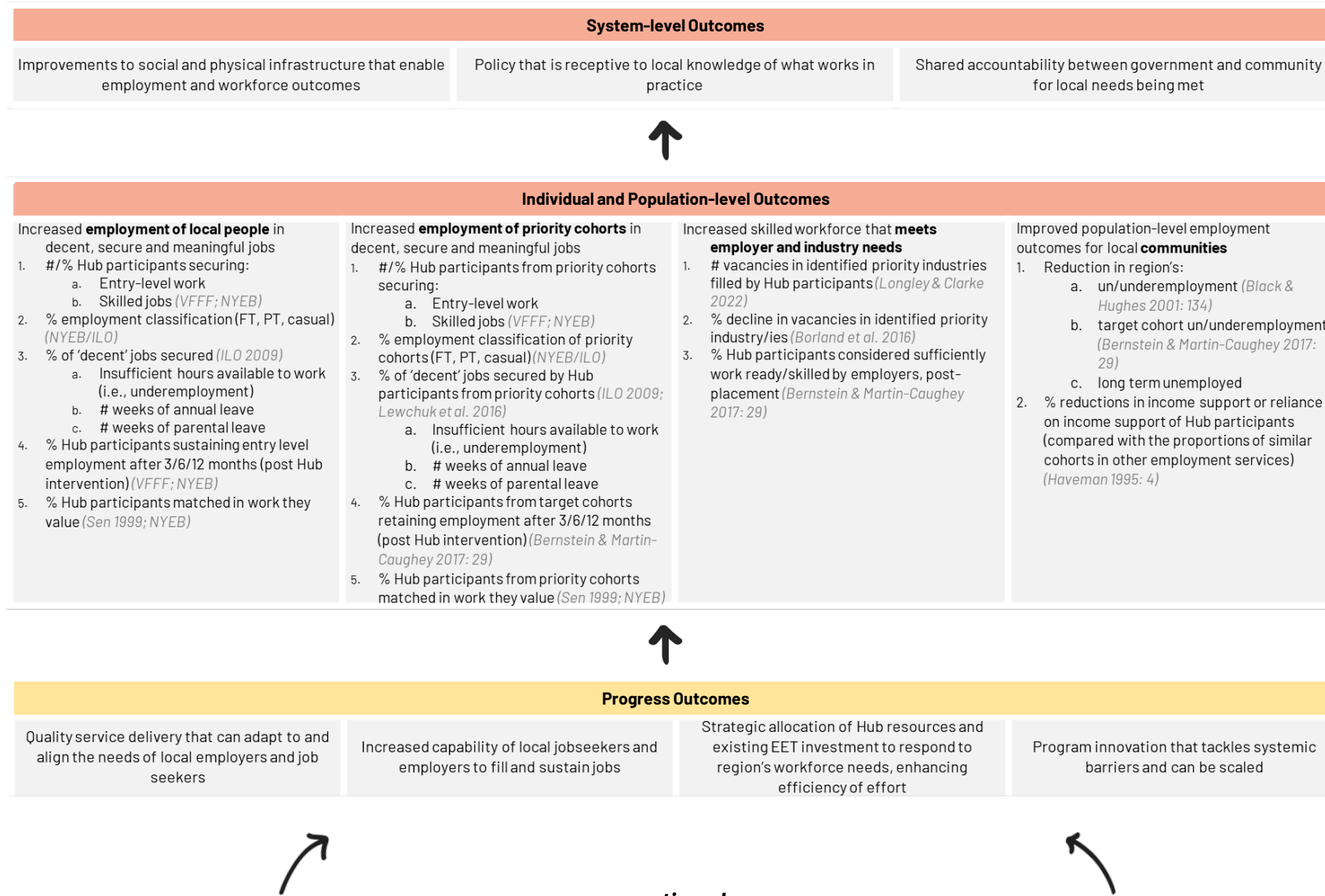
Role of the Enabling Organisation (EO) in the RJH Initiative: enabling intersectional work between key actors to achieve the ambition of the RJH Initiative.



# Evaluation timeline

Evaluation phase	Month	Evaluation activities
<b>Developmental evaluation: data collection period</b>	AUG '22	<ul style="list-style-type: none"> <li>• Network Meeting</li> </ul>
	NOV '22	<ul style="list-style-type: none"> <li>• Progress Report 1</li> </ul>
	DEC '22	<ul style="list-style-type: none"> <li>• Pre-CoP&amp;P 1 consultations</li> <li>• CoP&amp;P 1(+ survey)</li> </ul>
	MAR '23	<ul style="list-style-type: none"> <li>• Pre-CoP&amp;P 2 consultations</li> <li>• CoP&amp;P 2 (+ survey)</li> <li>• Jobs Tasmania activity reporting</li> </ul>
	MAY '23	<ul style="list-style-type: none"> <li>• Progress Report 2</li> <li>• Two rounds of focus groups, one each with Jobs Hub Advisory Boards and key community stakeholders</li> </ul>
	JUN '23	<ul style="list-style-type: none"> <li>• RJH periodic reporting</li> <li>• Pre-CoP&amp;P 3 consultations</li> <li>• CoP&amp;P 3(+ survey)</li> </ul>
	JUL '23	<ul style="list-style-type: none"> <li>• Youth pathways consultations</li> </ul>
	AUG '23	<ul style="list-style-type: none"> <li>• RJH participant surveys</li> </ul>
	SEP '23	<ul style="list-style-type: none"> <li>• RJH periodic reporting</li> <li>• Pre-CoP&amp;P 4 consultations</li> <li>• CoP&amp;P 4 (+ survey)</li> </ul>
	NOV '23	<ul style="list-style-type: none"> <li>• RJH periodic reporting</li> <li>• Pre-CoP&amp;P 5 consultations</li> <li>• CoP&amp;P 5</li> <li>• Progress Report 3</li> </ul>
<b>Outcomes evaluation</b>	DEC '23	<ul style="list-style-type: none"> <li>• Outcome testing with key stakeholders (Jobs Tasmania, RJHs, Advisory Boards, community stakeholders)</li> </ul>
	JAN '24	<ul style="list-style-type: none"> <li>• Preparing final Evaluation Report</li> </ul>
<b>Final Evaluation Report submission</b>	FEB '24	<ul style="list-style-type: none"> <li>• Delivery of final Evaluation Report</li> </ul>

# RJH Model Outcomes Framework (Nov 2023)



Domains and Progressive Indicators		
Data and Evidence	Network Governance	Community Partnerships
<p><b>Increased role of data in driving and shaping the work of RJHs</b></p> <ol style="list-style-type: none"> <li><b>Hubs, Advisory Boards and JT</b> consistently use data to identify local needs (i.e., place-based barriers; skills gaps; target cohorts) (McLoughlin et al 2019: 330)</li> <li>Evidence of <b>Hubs, Advisory Boards</b> and/or <b>JT</b> changing regional workforce development plans based on emergent data</li> </ol>	<p><b>Improved collaborative decision-making among Hubs and with JT</b></p> <ol style="list-style-type: none"> <li># joint decisions/agreements between <b>Hubs</b> at CoP&amp;Ps (Bernstein &amp; Martin-Caughey 2017: 29)</li> <li><b>Hubs</b> agree, with <b>JT</b>, to collective ambition (i.e., Terms of Reference) of CoP&amp;P (Bernstein &amp; Martin-Caughey 2017: 14; Dreier et al 2019: 22)</li> </ol> <p><b>Increased openness and transparency among Hubs and with JT</b></p> <ol style="list-style-type: none"> <li>Each <b>Hub</b> contributes data/perspective (i.e., talks) at each CoP&amp;P (Snowden &amp; Boone 2007)</li> <li>% <b>Hubs</b> sharing information/resources with other Hub outside CoP&amp;P meeting</li> <li># referrals made by Hub to other Hubs</li> <li># strategic opportunities communicated by <b>JT</b> to RJHs</li> </ol> <p>*See 'Strategic Learning Outcomes: Refining our Practice' for related metrics</p>	<p><b>Mobilisation and growth of local networks of stakeholders</b></p> <ol style="list-style-type: none"> <li># new industry/community connections forged by <b>Hub staff</b> and <b>Advisory Boards</b> (Wenger et al 2011: 26)</li> <li>Partnerships established by <b>Hub staff</b> and <b>Advisory Boards</b> with each of the region's key industries (Spaulding &amp; Martin-Caughey 2015)</li> <li>Consistent communication by <b>Hub</b> with employers, post-placement of jobseeker (Spaulding &amp; Blount 2018; McColl Jones et al. 2021: 58)</li> <li># new social media followers/page visits/newsletter subscribers for Hub (Bernstein &amp; Martin-Caughey 2017: 12)</li> </ol> <p><b>Improved co-design activities with industry and community</b></p> <ol style="list-style-type: none"> <li>#/% training programs developed by <b>Hub</b> with industry consultation (Kalra et al 2021: 28)</li> <li><b>Advisory Board</b> establishes mechanism for community voice to inform, develop and review Hub strategic/operational planning (RJH Framework)</li> </ol>
<p><b>Increased evidence-based communication of RJH impact</b></p> <ol style="list-style-type: none"> <li>Consistent input by <b>Hub</b> of multiple forms of data (i.e., qualitative and quantitative) into periodic reporting (Cabaj 2021: 22; Wenger et al 2011: 8)</li> <li><b>Hub</b> communicates positive stories and 'wins' to government/ community (Cameron 2004; Saltmarsh 2018)</li> <li><b>JT</b> communicates positive stories and 'wins' to other government/community stakeholders (JT Strategic &amp; Implementation Plan 2022-23; Cameron 2004; Saltmarsh 2018)</li> <li># <b>JT</b> communications to Minister/state or federal government stakeholders informed by evidence from RJH initiative (JT Strategic &amp; Implementation Plan 2022-23)</li> </ol> <p>*See Strategic Learning Outcomes: Understanding Context for related metrics</p>	<p><b>More active role of RJH Network and Jobs Tasmania in advocating and influencing policy</b></p> <ol style="list-style-type: none"> <li># submissions submitted by <b>Hub/RJH Network</b> to federal/state government employment and skills &amp; training reviews (VFFF)</li> <li><b>Advisory Board</b> develops an EET advocacy plan to inform state-wide EET policies and programs (RJH Framework)</li> <li># submissions (formal or otherwise) by <b>Advisory Board</b> to government around system blockers/enablers, community infrastructure (RJH Framework)</li> <li># Hub innovations communicated/scaled by <b>JT</b> at state level or to federal government</li> </ol> <p><b>Shared identity and mission of RJH network</b></p> <ol style="list-style-type: none"> <li>% <b>Hubs</b> expressing intention to act collaboratively as a network (Kalra et al 2021: 27)</li> <li>% <b>Hubs</b> registering positive opinion about progress &amp; potential of RJH Network (Dreier, Nabarro &amp; Nelson 2019: 35)</li> <li>% Hubs in agreement on Network's:             <ol style="list-style-type: none"> <li>Problem definition</li> <li>Proposed solutions</li> <li>Ambition (Kalra et al 2021: 27)</li> </ol> </li> <li>% Hubs where there is agreement between <b>operations staff</b> and <b>Advisory Boards</b> on:             <ol style="list-style-type: none"> <li>Problem definition</li> <li>Proposed solutions</li> <li>Ambition (Kalra et al 2021: 27)</li> </ol> </li> </ol>	<p><b>Enhanced reputation of RJH in local community</b></p> <ol style="list-style-type: none"> <li>% new jobseekers that came to <b>Hub</b> of own volition (CoP&amp;P 1; Gillespie 2012)</li> <li># Hub partnerships initiated by employer/community stakeholder (Gillespie 2003)</li> <li>Duration of relationships between <b>Hub</b> and employers, and Hub and community stakeholders (Bowman &amp; Randrianarisoa 2018: 9)</li> <li><b>Client</b> experience participating with Hubs (Wenger et al. 2011: 28; Bernstein &amp; Martin-Caughey 2017: 29)</li> </ol>

Strategic Learning Outcomes
<p><b>Refining practice: improving what we do</b></p> <ul style="list-style-type: none"> <li>Which of our existing practices and activities is working? (Argyris &amp; Schon 1996: 68; Cabaj 2019: 6)</li> </ul> <ol style="list-style-type: none"> <li># Hub innovations/practice approaches scaled across Network and implemented by another Hub (Wenger et al. 2011: 27)</li> <li># programs piloted from an idea out of a CoP&amp;P (Wenger et al. 2011: 20)</li> <li># joint projects developed/delivered between two or more Hubs (Wenger et al 2011: 26)</li> </ol>
<p><b>Reframing strategy: improving how we understand what we do</b></p> <ul style="list-style-type: none"> <li>What are the values, norms and assumptions that underlie our approach?</li> <li>What are our assumptions about the problem/challenge?</li> <li>In which context does the challenge exist? (i.e., systems thinking)</li> <li>What does success look like?</li> </ul> <p>(Argyris and Schön 1978; Cabaj 2019: 6; Jaaron et al 2016; Maden 2012; King &amp; Jiggins 2002)</p> <p>Shifting mindsets:</p> <ol style="list-style-type: none"> <li>RJHs clarify and establish the role of the Hub</li> <li>RJH reports change in perspective at/following CoP&amp;P (i.e., via survey response) (Wenger et al. 2011: 27)</li> <li>Hub uses model elements to describe and plan operations (e.g., at CoP&amp;P, in consultations)</li> </ol> <p>Understanding context:</p> <ol style="list-style-type: none"> <li>RJHs co-design solution to systemic barrier to employment (Bagodi and Mahanty 2013; Wen 2014)</li> </ol> <p>Reframing success:</p> <ol style="list-style-type: none"> <li>RJH Network agree to collective goals and success measures</li> </ol> <p>Reshaping structures:</p> <ol style="list-style-type: none"> <li>JT changes, introduces (for state-level) or influences (federal) process/policy based on RJH Network idea (Wenger et al. 2011: 29)</li> </ol>
<p><b>Reimagining learning: improving how we learn about what we do</b></p> <ul style="list-style-type: none"> <li>In which contexts does learning occur?</li> <li>What facilitates or inhibits our learning?</li> <li>What motivates our learning?</li> </ul> <p>(Snell &amp; Chak 1998: 340; Swieringa and Wierdsma 1992: 41-2; Yuthas et al 2004: 239)</p> <ol style="list-style-type: none"> <li>RJHs co-design theme for upcoming CoP&amp;P</li> <li>RJHs co-design new learning activity for CoP&amp;P (Wenger et al. 2011: 31)</li> <li>RJHs co-develop new format or process for CoP&amp;P meetings (i.e., based on learning from previous CoP&amp;P) (Cabaj 2019: 7; Snell &amp; Chak 1998: 340; Wenger et al. 2011: 29)</li> <li>RJHs devise new learning objectives/metrics for CoP&amp;P (i.e., updated CoP&amp;P ambition) (Wenger et al. 2011: 21; 31)</li> </ol>

# Location quotient

A location quotient is a ratio used to determine the dominance of a particular industry in a region in comparison to a larger benchmark region.

Where LQ = 1, that industry is exactly as prevalent as in the wider region.

Higher numbers mean greater specialisations:

- Where LQ > 1.2, this indicates a **significant specialisation** of the industry in the local area;
- Where LQ > 2.0, this indicates a **major specialisation** of the industry in the local area.

For this Report:

- We sourced our LQ data from [economy.id](http://economy.id), with the *National Economics (NIEIR) - Modelled series* as its data source.
- The data is from 2021.
- We used the whole-of-state *Tasmania* data-set as the benchmark.
- We used *Employment* as the measure.
- Listed are only the results that were above 1.2 (significant specialisations), with above 2.0 (major specialisations) **shaded**.

LGA	Industry with significant LQ	LQ	
<b>BEST</b>			
Clarence	Electricity, Gas, Water and Waste Services	1.95	
	Construction	1.73	
	Rental, Hiring and Real Estate Services	1.59	
	Retail Trade	1.22	
	Education and Training	1.21	
Glamorgan-Spring Bay	Agriculture, Forestry and Fishing	3.32	
	Accommodation and Food Services	3.06	
	Mining	1.92	
	Administrative Support and Services	1.41	
	Arts and Recreation Services	1.25	
Sorell	Construction	1.52	
	Manufacturing	1.50	
	Agriculture, Forestry and Fishing	1.50	
	Rental, Hiring and Real Estate Services	1.49	
	Retail Trade	1.43	
Tasman	Administrative Support and Services	1.26	
	Arts and Recreation Services	7.61	
	Agriculture, Forestry and Fishing	3.29	
	Administrative Support and Services	1.87	
Accommodation and Food Services	1.73		
	<b>BODEC &amp; DEC</b>		
	Break O'Day	Mining	5.82
		Agriculture, Forestry and Fishing	2.00
Administrative Support and Services		1.63	
Accommodation and Food Services		1.53	
Dorset	Agriculture, Forestry and Fishing	5.15	
	Transport, Postal and Warehousing	1.51	

LGA	Industry with significant LQ	LQ
<b>GJH</b>		
Glenorchy	Manufacturing	1.96
	Wholesale Trade	1.90
	Transport, Postal and Warehousing	1.69
	Construction	1.54
	Electricity, Gas, Water and Waste Services	1.40
	Administrative and Support Services	1.34
	Arts and Recreation Services	1.29
	Other Services	1.21
<b>NEBHub</b>		
Flinders Island	Agriculture, Forestry and Fishing	4.47
	Electricity, Gas, Water and Waste Services	1.35
	Administrative and Support Services	1.27
	Transport, Postal and Warehousing	1.26
George Town	Manufacturing	5.43
	Mining	3.05
	Agriculture, Forestry and Fishing	1.50
	Transport, Postal and Warehousing	1.20
Launceston	Financial and Insurance Services	1.61
	Health Care and Social Assistance	1.30
	Retail Trade	1.20
Meander Valley	Agriculture, Forestry and Fishing	3.28
	Arts and Recreation Services	2.40
	Construction	1.40
	Manufacturing	1.35

LGA	Industry with significant LQ	LQ
Northern Midlands	Wholesale Trade	3.60
	Agriculture, Forestry and Fishing	3.25
	Transport, Postal and Warehousing	2.51
	Manufacturing	1.73
	Construction	1.23
	Rental, Hiring and Real Estate Services	1.22
West Tamar	Education and Training	1.56
	Agriculture, Forestry and Fishing	1.44
	Accommodation and Food Services	1.23
	Construction	1.22
<b>SETN</b>		
Huon Valley	Agriculture, Forestry and Fishing	4.38
	Administrative and Support Services	1.26
	Manufacturing	1.26
Kingborough	Education and Training	1.58
	Professional, Scientific and Technical Services	1.52
	Construction	1.45
	Retail Trade	1.32
	Arts and Recreation Services	1.22

continued...

LGA	Industry with significant LQ	LQ
<b>SWN</b>		
Brighton	Transport, Postal and Warehousing	4.04
	Arts and Recreation Services	1.79
	Construction	1.45
	Other Services	1.40
	Wholesale Trade	1.25
Central Highlands	Agriculture, Forestry and Fishing	8.22
	Electricity, Gas, Water and Waste Services	1.97
	Accommodation and Food Services	1.92
	Arts and Recreation Services	1.86
	Mining	1.33
Derwent Valley	Agriculture, Forestry and Fishing	2.24
	Manufacturing	2.20
Southern Midlands	Agriculture, Forestry and Fishing	5.38
	Construction	1.49
	Information Media and Telecommunications	1.40
<b>WNWW</b>		
Burnie	Mining	1.72
	Transport, Postal and Warehousing	1.49
	Wholesale Trade	1.46
	Health Care and Social Assistance	1.41
Central Coast	Agriculture, Forestry and Fishing	2.09
	Construction	1.43
	Manufacturing	1.38
Circular Head	Other Services	1.21
	Agriculture, Forestry and Fishing	4.91
	Manufacturing	2.57
	Mining	2.30
	Wholesale Trade	1.37

LGA	Industry with significant LQ	LQ
Devonport	Transport, Postal and Warehousing	1.71
	Electricity, Gas, Water and Waste Services	1.42
	Manufacturing	1.37
	Wholesale Trade	1.34
	Retail Trade	1.27
Kentish	Mining	2.69
	Agriculture, Forestry and Fishing	2.54
	Administrative and Support Services	2.04
	Accommodation and Food Services	1.97
	Manufacturing	1.85
	Electricity, Gas, Water and Waste Services	1.35
	Arts and Recreation Services	1.27
	Transport, Postal and Warehousing	1.21
King Island	Agriculture, Forestry and Fishing	4.58
	Mining	2.33
	Transport, Postal and Warehousing	1.93
	Manufacturing	1.35
Latrobe	Electricity, Gas, Water and Waste Services	1.28
	Agriculture, Forestry and Fishing	3.04
	Transport, Postal and Warehousing	1.83
	Mining	1.64
	Rental, Hiring and Real Estate Services	1.42
Waratah-Wynyard	Health Care and Social Assistance	1.30
	Mining	12.08
	Wholesale Trade	2.30
	Agriculture, Forestry and Fishing	1.75
West Coast	Manufacturing	1.33
	Mining	33.37
	Transport, Postal and Warehousing	1.35
	Accommodation and Food Services	1.27

# 5e. **Glossary**

# Glossary

Term	Definition	Term	Definition
<b>AB</b>	Advisory Board	<b>KPI</b>	Key Performance Indicator
<b>ABS</b>	Australian Bureau of Statistics	<b>LGA</b>	Local Government Area
<b>BBAMZ</b>	Bell Bay Advanced Manufacturing Zone	<b>LQ</b>	Location Quotient
<b>BEST</b>	Business and Employment Southeast Tasmania	<b>NEBHub</b>	Northern Employment and Business Hub
<b>BODEC</b>	Break O'Day Employment Connect	<b>NFP</b>	Not For Profit (organisation)
<b>BSL</b>	Brotherhood of St. Laurence	<b>NIEIR</b>	National Institute of Economic and Industry Research
<b>CALD</b>	Culturally and Linguistically Diverse	<b>OE</b>	Outcomes evaluation
<b>CD</b>	Change Domain	<b>PESRAC</b>	Premier's Economic and Social Recovery Advisory Council
<b>CoP&amp;P</b>	Community of Policy and Practice	<b>Pre-CoP&amp;P</b>	Pre-Community of Policy & Practice
<b>CRM</b>	Customer Relations Management	<b>PT</b>	Part time (employment)
<b>C'Wealth</b>	Commonwealth (Government)	<b>RJH</b>	Regional Jobs Hub
<b>DEWR</b>	Department of Employment and Workplace Relations (C'Wealth)	<b>RTO</b>	Registered Training Organisation
<b>DE</b>	Developmental evaluation	<b>SEIFA</b>	Socio-Economic Indexes for Areas
<b>DEC</b>	Dorset Employment Connect	<b>SEO</b>	Search Engine Optimisation
<b>DoE</b>	Department of Education (C'Wealth)	<b>SERDA</b>	South East Regional Development Association
<b>DSS</b>	Department of Social Services (C'Wealth)	<b>SETN</b>	Southern Employment and Training Network
<b>DSG</b>	Department of State Growth (Tas)	<b>SPARC</b>	Social Policy and Research Centre
<b>DECYP</b>	Department for Education, Children and Young People (Tas)	<b>STEM</b>	Science, Technology, Engineering and Mathematics
<b>DPAC</b>	Department of Premier and Cabinet (Tas)	<b>SWN</b>	Southcentral Workforce Network
<b>EET</b>	Employment, Education and Training	<b>TasCOSS</b>	Tasmanian Council of Social Service
<b>FT</b>	Full time (employment)	<b>TCCI</b>	Tasmanian Chamber of Commerce and Industry
<b>GJH</b>	Glenorchy Jobs Hub	<b>TTC</b>	Trade Training Centre
<b>ICESCR</b>	International Covenant on Economic, Social and Cultural Rights	<b>UTAS</b>	University of Tasmania
<b>HREC</b>	Human Research Ethics Committee	<b>VET</b>	Vocational Education and Training
<b>IP</b>	Intellectual Property	<b>WNWW</b>	West North West Working
<b>JT</b>	Jobs Tasmania	<b>YJS</b>	Youth Jobs Strategy
<b>KDF</b>	Key Design Feature	<b>YNOT</b>	Youth Network of Tasmania

# 5f. **Reference list**

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