Our Social Health Priority:

# 2. Employment

Rob Koch
Community Development Coordinator
Monash Health at a glance

- Over 40 sites across Melbourne’s South East with six hospitals
- 18,000 staff + 400 volunteers

EACH YEAR:
- We provide more than 3.6 million episodes of care to our community.
- More than 260,000 people are admitted to our hospitals.
- More than 220,000 receive care at our three emergency departments.
- We respond to more than 54,000 ambulance arrivals.
- We perform more than 48,000 surgical procedures.
- We deliver more than 10,000 babies.
How to create a refugee employment program in 5 months
what took us 5 years to do!
1. Decide to adopt a ‘Social Determinants of Health’ model

Source: Understanding health promotion – a short introduction 2013, YouTube, VicHealth, 8 May, retrieved 22 September 2014  https://www.youtube.com/watch?v=y9THQTEqMaU
What percentage of a client’s health and wellbeing could we potentially influence?
Which social determinants are currently relevant for our client group/s?
2. Create a role to coordinate the social determinants priority

Better fit:

- Public Health
- Health Promotion
- Social Work
3. Allocate existing personnel to a social determinant portfolio

MICHELLE
Refugee Health Nurse

Nutrition and Food Security
3. Allocate existing personnel to a social determinant portfolio

TRUDY
Refugee Health Nurse

Employment
4. Know the barriers to refugees breaking into the job market:

- People who have recently arrived don’t have personal or social networks to link them to available jobs, or their networks are small.

- Applications are rejected at the first stage because the applicant doesn’t have local Australian work experience or referees or former employers to vouch for them.

- People’s trade skills, professional and tertiary qualifications, and previous work experience, are usually not recognised in Australia.
4. Know the barriers to refugees breaking into the job market:

- No one can learn a new language overnight, and a lot of jobs require basic proficiency in spoken English.

- Common methods of finding available jobs in Australia (e.g., online recruitment sites) are unfamiliar and some people have low IT skills.

- Standard Australian recruitment practices – resumes, interviews, aptitude tests – are often unfamiliar to people from other countries.
4. Know the barriers to refugees breaking into the job market:

- **Unconscious bias** can manifest in standard recruitment processes and networking activities (for example, in relation to people with non-Western names, and/or who speak accented English, whose body language doesn’t fit within Western norms).

  “Because of these barriers, some candidates may well be the most experienced or competent person for a particular job, but they are not able to present themselves in a competitive way when standard recruitment practices are used, and the employer will not have the opportunity to give them a fair assessment.”

  
  AUSTRALIAN EMPLOYERS’ GUIDE TO HIRING REFUGEES p.16
5. Identify, partner and promote specialist agencies

Employment

Brotherhood of St Laurence - Given the Chance

A: Level 2, 1-7 Langhorne Street
   Dandenong VIC 3175
   (above Dimmey's at LWB)
Contact: Kaye Bishop
P: (03) 8752 8552
M: 0490 440 263
W: www.bsl.org.au/
E: JVENSouthEast@bsl.org.au

Given the Chance Jobs Victoria Employment program is an employment service for long term job seekers, including refugees, asylum seekers, permanent residents and citizens, who are living in the South East area of Melbourne. It provides participants with one to one intensive support to increase job readiness. We assist with creating an employment plan, an effective resume, job search skills, job applications and building confidence with interview skills.

Career Seekers - New Australian Internship Program

A: Suite 8, Level 7
   350 Collins Street,
   Melbourne VIC 3000

This new internship program provides services for university students and older individuals who are asylum seekers and looking for professional work or...
5. Identify, partner and promote specialist agencies
6. ‘Immerse and disperse’ resources for employers

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<td>Support provided to refugees when they arrive in Australia</td>
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<td>How do I check a refugee applicant’s right to work?</td>
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<td>42</td>
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</table>
6. ‘Immerse and disperse’ resources for employers
CREATE - Centre for Refugee Employment, Advocacy, Training and Education

You can contribute to a range of Deakin CREATE Initiatives to help young people from a refugee background across Australia. Including partnering with university students to provide employment opportunities at CREATE, as well as funding research projects, employment, careers counselling, educational and legal support clinics.

DONATE
6. ‘Immerse and disperse’ resources for employers

Contents

2. Why do you need this guide?
3. What you need to know
   Visa Categories
   - Bridging Visas
   - Temporary Visas
   - Permanent Visas
4. Confirming eligibility to work
5. Benefits of employing a person with a refugee background
6. Some current case studies
7. How can business organisations support refugee employment
   Communication tips and what is appropriate to ask
8. How to go about employing someone from a refugee background
9. Where to go to get further information and support
7. Create a strategy to develop internal pathways to employment

*PLUS
- Career guidance
- Readiness coaching
- Application assistance
- Referee provision
- Advocacy
- Interview coaching
- Scholarship with mentoring
- Observership or Internship
- Post employment mentoring

VOLUNTEERING PLUS*

- Long term POSITIONS ('career')
- Short Term POSITIONS ('step')
- CASUAL BANK ('survival')

Monash Health
Refugee Health and Wellbeing
7. Create a strategy to develop internal pathways to employment

Monash Health Project Management

Project Initiation Document (Business Case)  The Training and Employment Project

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Training and Employment Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Executive Sponsor</td>
<td>Kate MacRae and Andrew Block</td>
</tr>
<tr>
<td>Project Lead</td>
<td>Robi Koch</td>
</tr>
<tr>
<td>Project Manager</td>
<td>Jacqueline McBride</td>
</tr>
</tbody>
</table>

1. Background / Executive Summary

Background:
Asylum seekers and refugees experience unique and complex challenges in relation to their health and social wellbeing. Following long and difficult journeys in search of safety, asylum seekers and refugees begin a stressful settlement process, which involves attempting to build a new life in an unfamiliar country. Throughout this, asylum seekers and refugees experience high rates of unemployment and underemployment, and this has a profound impact on settlement outcomes. Most overtly, unemployment is associated with financial, housing, and food insecurity. However, exclusion from the workforce also limits opportunities for new migrants to connect and interact with others, and meaningfully contribute to society more broadly. Therefore, unemployment is also associated with social isolation, a lack of purpose, and compromised settlement outcomes. As such, employment is recognized as a significant social determinant of health.

In addition to the individual benefits of employment for asylum seekers and refugees, organisations providing employment also benefit from having a workforce that is reflective of the community that they serve. This is recognised as a valuable way to increase the community’s trust and confidence in the organisation, leading to higher levels of consumer engagement, participation, and satisfaction. Additionally, a diverse workforce enables a range of views and perspectives to contribute towards rigorous and thorough organisational awareness, reflection, and analysis, promoting ‘group think’ and leading to innovation. At a community/societal level, workplaces are an important setting to nurture and promote authentic multiculturalism. Workplaces provide an environment for cross-cultural interactions and negotiations, thereby encouraging social cohesion and integration at a broader level.
8. Align your strategy with state and local action plans
8. Align your strategy with state and local action plans

### Action Area 4: Employment & Education

Provide local employment, educational and volunteering opportunities for people seeking asylum and refugees, and maximise accessibility to the formal employment sector.

<table>
<thead>
<tr>
<th>Action</th>
<th>Output</th>
<th>Outcome</th>
<th>Lead Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Build linkages to foster access to education and other pathways for people seeking asylum and refugees.</td>
<td>4.1.1 Promote existing scholarship opportunities, and affordable training options.</td>
<td>Information about educational opportunities published and distributed to people seeking asylum and refugees.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Greater Dandenong Youth Strategy 2016-19 implemented.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Schools and youth services are more aware of the access challenges and scholarship opportunities</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Improved transition experienced by young people seeking asylum and refugees to further education and employment.</td>
</tr>
<tr>
<td>4.2</td>
<td>Build linkages between communities, business, local organisations and government to enhance skills and increase employment opportunities.</td>
<td>4.2.1 Work with Greater Dandenong South East Business Networks and Education Taskforce as an existing platform for engaging with regional employers to identify opportunities to build connections between refugee communities and business.</td>
<td>Demonstrated work with the business community to provide opportunities for people seeking asylum (who have work rights) and refugees.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Support the Asylum Seeker and Refugee Communities Advisory Committee and its working groups to facilitate information sharing and coordinate planning to increase the employment of people seeking asylum.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Increase employment opportunities for people seeking asylum in the Dandenong municipality.</td>
</tr>
</tbody>
</table>

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Monash Health
Refugee Health and Wellbeing
9. Appeal to your organisation’s equity and inclusion strategy

Equity and Inclusion Strategy
2018 – 2023

Cultural and Linguistic Diversity (CALD)

Our Vision
To ensure we respect and include everyone regardless of the language they speak, how they look, where they come from or what they believe. We will strive for a workforce that at every level reflects the cultural and linguistic diversity of our community. We will provide equitable healthcare outcomes for patients and clients that are across the spectrum of cultural and linguistic diversity.

We aim to have a culturally safe environment for all members of our culturally and linguistically diverse community.

Key Actions

<table>
<thead>
<tr>
<th>Key Actions</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will describe the demographic profile of our workforce at every level across the organisation. We will use this data to understand the cultural diversity profile of our workforce.</td>
<td>Dec 2018</td>
</tr>
<tr>
<td>We will nominate a CALD Project Worker, who will establish a CALD Advisory Group to represent clinical and non-clinical professional groups. We will address individual and structural issues impacting recruitment, retention and career development.</td>
<td>Sep 2019</td>
</tr>
<tr>
<td>The CALD Advisory Group will provide support to the organisation with recommendations to address identified issues and will provide support to CALD employees through participation in a buddy program.</td>
<td>Aug 2019</td>
</tr>
<tr>
<td>We will ensure our Patient Experience Survey includes effective, accessible mechanisms for our CALD patients to provide feedback.</td>
<td></td>
</tr>
</tbody>
</table>

“The Culturally and Linguistically Diverse Subcommittee acknowledges the diversity of our community, our patients and our workforce and through a platform of understanding and empathy promotes and celebrates cultural diversity.”

Julie White
Head of CALD Subcommittee | Deputy Director of Nursing

Monash Health
Refugee Health and Wellbeing

Our employees were born in over 142 different countries
30 per cent of our patients are born overseas
Our patients and families speak 150 different languages
10. Invite Career Seekers to set up a 12 week internship program

“Building an inclusive culture is a priority for GHD, and this extends to partnering with CareerSeekers to access the varied and at times exceptional skills among humanitarian entrants.”

– Jill Hannaford, Technical Services Leader Australia, GHD
11. Develop a volunteer program for refugees and asylum seekers
Concierges
Welcoming and guiding clients and visitors to their appointments, meetings or group programs.

11. Develop a volunteer program for refugees and asylum seekers
11. Develop a volunteer program for refugees and asylum seekers

**Patient Visitors**
Providing companionship to patients in the Dialysis Unit just to talk, listen, massage feet, do exercises, play games, assist staff to serve tea etc.
11. Develop a volunteer program for refugees and asylum seekers

Packing Assistants
Pack boxes for the Drug and Alcohol Unit needle syringe program so people can use drugs safely.
12. Provide a variety of new challenges and opportunities
VOLUNTEERS GAINING VALUABLE WORK EXPERIENCE

Monash Health Community is privileged to have over 60 volunteers contributing to a variety of services.

Nearly all were born overseas, many are refugees or asylum seekers. Some have left behind promising careers but they are putting their professions aside for now to give back to the community that has embraced them and to assist staff wherever possible.

⭐ Concierges
Welcoming and guiding clients and visitors to their appointments, meetings or group programs.

⭐ Program Leaders and Assistants
Helping our community development staff run men’s soccer & cricket programs or women’s programs.

⭐ Patient Visitors
Providing companionship to patients in the Dialysis Unit just to talk, listen, massage feet or play games.

⭐ Administration Assistance
Providing support in the clinics, or helping staff with setting up, photocopying, laminating, mail outs, data entry and errands.

⭐ Health Champions
Gaining an understanding of key health messages to take back to their communities and neighbourhoods.

⭐ Maternity Companions
Providing guidance and a welcoming environment for pregnant migrant women attending antenatal hospital appointments.

New applications are welcome. Contact the volunteer coordinators: Rob Koch 0432 439 943 OR Chris Yugusuk 0421 868 045
13. Promote the opportunities and keep it simple and visual
Get Experience and Get Employed!

Volunteer with Victoria’s largest health service

- Work Experience
- Traineeships
- Internships
- Scholarships
- Casual positions

128 graduates
77 current

Monash Health
Refugee Health and Wellbeing
14. Promote the benefits of volunteering

- You will feel good about providing a positive, helpful and welcoming experience for clients, patients, visitors and staff;
- Clients and patients from your culture will feel better knowing they have someone that can talk to Monash Health staff about their needs;
- You will develop more friendships and connections – a feeling of belonging;
- You will have a regular opportunity to practice English, and develop skills & confidence;
- You will get valuable experience in a large organisation that may lead to paid employment in the health sector or somewhere in the future.
15. Develop a mutually supportive community

Social Inclusion + Work Experience = Better Health and Better Futures

Volunteer Picnic
Lysterfield Lake
November 2018
16. Enlist ‘Aussie’ volunteers to mentor job-seeking volunteers

WANTED URGENTLY: Mentors to assist volunteers apply for jobs

Are you an established resident, with experience in an Australian workplace? Could you invest an hour a week to help a volunteer become ‘job ready’ and support them in applying for work, and through their first few months of employment? Training and a framework will be supplied.

CURRENT VOLUNTEER ROLES

Around 60 people volunteer in one or more of these roles based at the 12C Thomas St St Kilda West site:

MAIN ROLES:

 Concierge
Welcome and guide clients and visitors to their appointments, meetings or groups. Operates Monday to Friday in reception. Morning shift 8.30am – 12.30pm; Afternoon shift 12pm – 4pm.

 Patient Visitor
Provide support to patients and staff in the Daystay Unit, talking, listening, serving tea, massage, feet, playing games etc. Mornings from 8.30am Afternoons from 1.30pm, Monday to Saturday.

 Packing Assistant
Pack boxes for the needle exchange program 2-3 hours per week for the Drug and Alcohol Unit so people can use drugs safely. Located in the basement.

SPECIALIST ROLES:

 Administration Assistant
Providing support in the clinics, or helping staff with data entry, setting up, photocopying, laminating, mail outs, and errands.

 Group Program and Event Assistant
Help staff run social inclusion events & programs, including ‘Finding Women’ – a multicultural women’s program on Friday mornings.

 Patient Driver
Use a Monash Health fleet car to transport patients/clients to or from medical appointments when no other means is available. Open Vic licence is essential.

WANTED URGENTLY: Mentors to assist volunteers apply for jobs

Are you an established resident, with experience in an Australian workplace? Could you invest an hour a week to help a volunteer become ‘job ready’ and support them in applying for work, and through their first few months of employment? Training and a framework will be supplied.
17. Develop a standardized suite of resources for mentors to use

**Resumes**

**Ali Smitherian**

**Key Skills**
- Hard working
- Reliable & trustworthy
- Punctual & prompt
- Team player
- Fluent in English
- Proficient in Word, Excel, web & email applications
- Excellent customer service skills
- Interpersonal skills

**Personal Summary**
I am grateful to the Australian community for welcoming me to my adopted country and would like to integrate into the community and give back. I am keen to offer my skills and experience in administration or local services to provide excellence in patient care and customer service.

**Professional Experience**

**Patient Visitor and Conscience (Volunteer)**
- Monash Health Community - Dandenong
  - Performing and guiding patients, clients, staff, visitors, contractors, and volunteers to their appointments
  - Assisting patients to access the test service
  - Responding to inquiries about transport and local services and amenities
  - Attending mandatory and optional Monash Health activities and events
  - Engaging volunteers in conversation and activities
  - Assisting PACU and nursing staff in their duties
  - Admin tasks and data entry

**Retail Assistant**
- Aldi Food Safety
  - 2016
  - Knowledge of layout and locations
  - Serving customers
  - Ordering stock
  - Stock filling
  - Reconciling cash register
  - Copes and move shop

**Cover Letters**

**Preparation for Interview**

**7 Most Common Interview Questions and Answers**

- How to answer them correctly
- How to tailor the answers to you
Health services assistants perform essential services such as:
- patient transport and movement
- food service
- maintaining beds
- infection control
- clinical cleaning
18. Promote entry level courses, plus scholarships and jobs

Certificate III in Individual Support

- Provide person-centred support to older people in an aged care setting, in their home or in the community.

- Graduate outcome
  - Personal care assistant
  - Nursing assistant
  - Personal care worker
  - Community worker

- 1 Semester (19 weeks)
- Full-time (2 days/week)
- 4 weeks of Clinical Placement
18. Promote entry level courses, plus scholarships and jobs

Certificate III in Pathology Collection

- Collecting blood samples
- 15 week program
- Plus 35 hours of clinical placement
18. Promote entry level courses, plus scholarships and jobs

Certificate III in Business Administration (Medical)

- Employment opportunities working in medical centres or hospitals such as:
  - administrative officer
  - medical receptionist
  - medical administrator
- 3 days/week, Full-time, 1 Semester
18. Promote entry level courses, plus scholarships and jobs

Certificate IV in Allied Health Assistance

- Assist Allied Health Professionals - Physiotherapy, Occupational Therapy, Dietetics/Nutrition, Rehabilitation
- Hospitals, Rehab Centres, Community Centres
- 12 month program
- Stage 2 Clinical Skills taught by AHA staff working in industry
- 120 Hours of Clinical Placement

Certificate IV in Allied Health Assistance (HLT43015)
18. Promote entry level courses, plus scholarships and jobs

Diploma in Nursing

- 2 years fulltime
- Classes are 4 days per week spread over Monday to Friday.
- Classes can be scheduled in the hours between 8am and 8pm
- Students can expect to be on campus on average 12-15 hours per week.
- This course includes clinical placement
19. Identify what is working and how to improve the program

Survey: How has volunteering here helped you?

- Improved English literacy: 67%
- Enhanced emotional health: 76%
- Developed workplace skills: 62%
- Increased confidence: 90%
- Expanded social networks: 85%
- Greater sense of belonging: 90%
19. Identify what is working and how to improve the program

Volunteer Program Evaluation

Thanks for volunteering here! This form is one way to help us improve the program, but only if everyone answers truthfully. No one will be offended by you speaking your mind. You can leave your name off if you prefer. If you would like to discuss any part of the survey in private, please ask to talk to the Coordinator or another staff member.

NAME: ___________________________ Date: ___________________________

1. How long have you been volunteering here? (Please tick only one)
   - More than 12 months
   - More than 5 months
   - More than 1 month

2. Who suggested you volunteer here?
   - A friend or family member who volunteers here
   - Case manager
   - Employment advisor
   - Monash Health community worker
   - Other community worker

<table>
<thead>
<tr>
<th>My experience</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree or disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. The interview at the start was a good experience and I felt welcomed there</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>B. The volunteer program is well organised</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>C. The other volunteers have been very friendly and helpful to me</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Staff treat me well here</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Clients, visitors and internee work well</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I am excited about how to do my role here</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I know my way around the building and can find you exactly where you are</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I know what to do if an alarm sounds</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I know how to help someone with a wheelchair</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I can call a bell here for a client if needed</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I know how to calm an angry client or visitor</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I use the hand hygiene trolleys often every shift and can explain why and when I do it</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>The training is helpful and regular here</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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continued
19. Identify what is working and how to improve the program

<table>
<thead>
<tr>
<th>Hours of Assistance</th>
<th>Focus of Assistance</th>
<th>Attribution</th>
</tr>
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<tbody>
<tr>
<td>0</td>
<td>P</td>
<td>E</td>
</tr>
<tr>
<td>1-2</td>
<td>A</td>
<td>D</td>
</tr>
<tr>
<td>3-4</td>
<td>C</td>
<td>C</td>
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<tr>
<td>5-10</td>
<td></td>
<td>B</td>
</tr>
<tr>
<td>+10</td>
<td></td>
<td>A</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Assistance Requested</th>
<th>Assistance Provided</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mins</td>
</tr>
<tr>
<td>Help me complete this form</td>
<td></td>
</tr>
<tr>
<td>Provide computer access for me</td>
<td></td>
</tr>
<tr>
<td>Help me explore my career/job/study options</td>
<td></td>
</tr>
<tr>
<td>Give opportunities to develop my skills &amp; qualities</td>
<td></td>
</tr>
<tr>
<td>Help me to apply for Working with Children Check</td>
<td></td>
</tr>
<tr>
<td>Link me to Job Agency or Training organisation</td>
<td></td>
</tr>
<tr>
<td>Help me to write/polish Resume</td>
<td></td>
</tr>
</tbody>
</table>
24 volunteers now employed at Monash Health! (July 2019)

Plus... of our 128 former volunteers, many are now employed elsewhere.
Thank you!

Stay tuned for the PDF version