Project background (1/2)

The Commonwealth Bank Group’s **vision is to excel at securing and enhancing the financial wellbeing of people, businesses and communities.**

The Group Reconciliation Action Plan (RAP) was first launched in 2008 and is the Group’s documented commitment to help close the life expectancy gap between Aboriginal and Torres Strait Islander people and other Australians.

**Through its RAP, the overarching goal for the Group is to promote the social, economic and financial inclusion of Aboriginal and Torres Strait Islander peoples and communities.**

In pursuit of this goal, the Group has defined 4 focus areas:

- Delivering **customer** solutions
- Enhancing **financial** and **business capability**
- Providing **career development** opportunities
- Developing **cultural capability** and **engagement**
In May 2014, the Commonwealth Bank Group engaged Net Balance (now EY) to:

► Measure the social and economic outcomes of a selection of its RAP initiatives
► Help the Group adopt a common outcomes framework for its Indigenous Education and Employment initiatives
► Provide support for the communication and reporting of activities in the next RAP

Through the process of engaging with Group and partner employees and a review of current systems, the following 4 programs were selected:

1. The Group’s Indigenous Customer Assistance Line (ICAL)
2. Walkabout Your Business, delivered by Ambrose Business Solutions
3. The Indigenous Financial Counselling Mentorship Program, delivered by the Indigenous Consumer Assistance Network (ICAN)
4. The Group’s Indigenous internship program, delivered in partnership with CareerTrackers
Measuring **outcomes** from programs, as distinct from **outputs**, is about understanding the value you create through your impact on individuals, communities and the environment.

There is no standardised methodology for measuring outcomes, and EY drew on best-practice principles and the strengths of outcomes-based measurement methodologies (such as SROI and logic models) to develop a robust approach. This included:

- **Involvement of stakeholders in the analysis**, to ensure that what is measured is what truly matters to stakeholders – we undertook face-to-face interviews with all material stakeholders (those most affected)
- Establishing a **cause and effect relationship** between program activities and the change experienced by stakeholders – we developed a theory of change for the material stakeholders in each program
- **Only taking credit for the additional value created** - this ensures that the organisation is focused on how it is creating additional value for stakeholders and that any claims about impact are robust and credible

The general approach for measuring the outcomes of the programs is depicted in the following diagram and described further in the next page:
Outcomes-based approach (3/4)

For each of the 4 programs, EY:

1. **Identified the stakeholders**, in conjunction with Group and program partner employees
2. Undertook **in-depth interviews** and research to understand the outcomes being created for stakeholders and develop case studies.
3. Developed a **theory of change** for each material stakeholder group

For 3 of the programs (excludes ICAL), EY:

4. Undertook **quantitative measurement**
   - Data was collected through surveys with respondents asked to indicate their level of change on a scale of 0-10. This was used to quantify the outcomes posited in the theory of change.
   - Survey data was also used to establish **impact**, which is the amount of change (% of outcomes achieved) that the Group and its partners can take credit for, after accounting for what would have happened anyway (deadweight), and any external factors that may have contributed to the outcomes (attribution).

5. **Quantified and reported on the outcomes** for material stakeholders

As part of this project, EY also:

► **Provided social impact measurement training** to build the capacity of employees at the Group and program partners to understand and undertake outcomes-based measurement on an ongoing basis.

► **Developed and applied tools and practices** which will provide outcomes-related data across future years and cohorts (to be fed into strategic planning and improvement processes to maximise the value of programs).
Overview of programs, findings and feedback

► Indigenous Customer Assistance Line (ICAL)
► Walkabout Your Business program
► Indigenous Financial Counselling Mentorship Program
► CareerTrackers Indigenous Internships
Program overview

The Indigenous Customer Assistance Line (ICAL) helps Indigenous and Torres Strait customers living in remote communities access banking services, such as transferring money and account balances, over the phone through a specially-trained team.

► ICAL was launched in 2009 as a pilot project in four far North Queensland communities. It started with a small team of two agents and has grown rapidly since. It is now a recognised brand within and outside of the Group, with a team of twelve agents who provide culturally sensitive banking services to Indigenous and Torres Strait communities located from anywhere between 200 and 2,000 km away from a branch.

► The ICAL team has close, ongoing relationships with ‘trusted community workers’ on the ground. These community workers interact with the customers and provide feedback to ICAL and the Group.

A visual representation of how ICAL operates and a map of call origins are provided on the following two pages.
Indigenous Customer Assistance Line (ICAL)

Group program
Primary beneficiaries
Secondary beneficiaries
Other branches of the Group

Trusted Community Workers

Group customer service line

Assistance with verification
Assistance with workload

Indigenous customers

Calls transferred appropriately

Remote communities

Figure 1. Overview of ICAL
Figure 2. Map of call origin

- Northern Territory communities (48% of calls)
- Western Australia communities (29% of calls)
- Queensland communities (20% of calls)
- South Australia communities (3% of calls)

- Wiluna
  Population: 760
  Distance from branch: 536 km, 7 hours*

- Kaltukatjara
  Population: 355
  Distance from branch: 680 km, 13 hours*

- Lockhart River
  Population: 800
  Distance from branch: 1775 km, 28 hours*

- Coober Pedy
  Population: 1695
  Distance from branch: 541 km, 5 hours*

*Estimated travel time by car.
Stakeholders

EY identified the following four groups as material stakeholders:

- Customers
- Community workers
- ICAL team members
- Commonwealth Bank Group

Customers of ICAL were not directly engaged at this stage but the following stakeholder engagement was undertaken to understand changes for both customers and other material stakeholders:

<table>
<thead>
<tr>
<th>Stakeholder group</th>
<th>Reason for engagement</th>
<th>Engagement method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community workers</td>
<td>▪ Understand changes for both customers and community workers</td>
<td>Online questionnaires</td>
</tr>
<tr>
<td>ICAL team</td>
<td>▪ Understand activities</td>
<td>Interviews and focus groups</td>
</tr>
<tr>
<td></td>
<td>▪ Understand changes for both customers and ICAL team members</td>
<td></td>
</tr>
<tr>
<td>ICAL and Group managers</td>
<td>▪ Understand activities</td>
<td>Interviews</td>
</tr>
<tr>
<td></td>
<td>▪ Understand changes for the Group</td>
<td></td>
</tr>
</tbody>
</table>
Indigenous Financial Counselling Mentorship Program
The Indigenous Consumer Assistance Network (ICAN) is located in Cairns with branch offices in Yarrabah, Palm Island and Thursday Island.

ICAN provides consumer education, advocacy and financial counselling services to Indigenous consumers across the nation, with the following vision: “Empowering Indigenous Consumers”.

In 2008, the Group provided ICAN with a sponsorship opportunity to develop and deliver the Indigenous Financial Counselling Mentorship program:

► The Mentorship Program provides accredited training to Indigenous people in the Diploma of Community Services (Financial Counselling).
► The program aims to develop the skill set of Indigenous people to combat debt in their local communities and raise the number of Indigenous financial counsellors in Australia.
► The program includes a dedicated training co-ordinator and both personal and academic mentorship. It is delivered through a combination of weekly online training sessions using a virtual platform and quarterly ‘block training’ in a classroom.

A visual representation of how the Mentorship Program operates is provided on the following page.
Indigenous Consumer Assistance Network

Mentorship program

Central Institute of Technology
Diploma of Community Services (Financial Counselling)

Indigenous Financial Counsellors

Family members and clients

Partner funded by Group
Program supported by Group
Primary beneficiaries
Secondary beneficiaries
Other program partners (not funded by Group)

Funding of external participants

Commonwealth Government

Figure 4. Overview of Mentorship Program
Stakeholders

The following are stakeholders of the Mentorship Program:

► Participants (20 individuals have participated in 2012 and 2014 intakes), as well as their clients, families and the communities in which they live and operate

► ICAN and ICAN employees (many participants are ICAN staff wanting to develop skills to progress their careers either within ICAN or elsewhere)

► Group

► Financial counsellors community (Financial Counselling Australia and Financial Counsellors Association of Queensland)

EY interviewed 12 participants, family members, and ICAN staff and a representative from Financial Counselling Australia.

As a result, participants were identified as the most material stakeholders, and for them we:

► Developed a theory of change

► Undertook quantitative measurement through surveys – we distinguished between participants from the 2012 and 2014 intakes
Theory of change – outcomes for participants

**SHORT-TERM OUTCOMES**

- Financial management knowledge
- Money management techniques
- Knowledge of legal framework
- Cultural awareness/community-specific knowledge
- Career development opportunities
- Building connections with service providers
- Pathways to industry sector accreditation
- Raising profile
- Increased credibility
- Feeling supported in a culturally-specific environment
- Ongoing professional support
- Being challenged by doing something new
- Sense of accomplishment

**MEDIUM-TERM OUTCOMES**

- Improved professional skills
- Building a professional network
- Professional development opportunities
- Opportunities for job mobility
- Reduced employment-related stress/anxiety
- Increased financial literacy
- Increased capability to manage personal finances
- Feeling valued by clients, community and employer
- Being seen as a role model
- Assuming a leadership role
- Ability to advocate for community
- Increased self-confidence
- Improved interpersonal and communication skills

**FINAL OUTCOMES**

- Improved job performance
- Increased employability (if not employed as an FC)
- Increased financial resilience
- Increased sense of pride and satisfaction from helping and empowering own community
- Empowerment
Outcomes for participants

Overall, all participants experienced positive change in all outcomes.

The largest amount of change for all participants was in “improved financial resilience” with participants moving, on average, from 7.3 before the program to 9.6 after.

Before the program, 2012 participants rated themselves lower in each outcome than 2014 participants, who rated themselves quite highly on all outcomes except “job performance / employability”.

A breakdown of these outcomes by indicator is provided on the following two pages.
Outcomes by indicator
2012 Participants

**Improved job performance and/or employability**
- I am equipped to meet the needs of my client
- I have skills and knowledge that will help me get a job in financial...
- I have access to a strong network of professional contacts
- I have the skills and knowledge to do my job well

**Increased sense of pride and satisfaction from helping and empowering own community**
- I am making a contribution to helping my community
- I am equipped with the skills and knowledge to assist my community
- I have a role within my community that is important to me

**Improved financial resilience**
- I know how to deal with any unexpected financial stress for me and my household
- I know how to manage my personal finances

**Empowerment**
- I have the resources to advocate for change
- I feel confident that I can help my clients get on the right track
- I feel I can step out of my comfort zone and take on new challenges
Outcomes by indicator

2014 Participants

**Improved job performance and/or employability**
- I am equipped to meet the needs of my client: 0.6
- I have access to a strong network of professional contacts: 1.6
- I have the skills and knowledge that will help me do my job well/get a job in financial counselling: 0.6

**Increased sense of pride and satisfaction from helping and empowering own community**
- I am making a contribution to helping my community: -0.1
- I am equipped with the skills and knowledge to assist my community: 0.5
- I have a role within my community that is important to me: 1.9

**Improved financial resilience**
- I know how to deal with any unexpected financial stress for me and my household: 2.1
- I know how to manage my personal finances: 1.8

**Empowerment**
- I have the resources to advocate for change: 0.9
- I feel confident that I can help my clients get on the right track: 1.1
- I feel I can step out of my comfort zone and take on new challenges: 1.9
Outcomes by previous experience

All participants

Change between BEFORE and AFTER completing Mentorship Program (% change)

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Participants NOT working in financial counselling</th>
<th>Participants working in financial counselling before IFCM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empowerment</td>
<td>19%</td>
<td>44%</td>
</tr>
<tr>
<td>Increased sense of pride and satisfaction</td>
<td>23%</td>
<td>22%</td>
</tr>
<tr>
<td>Improved financial resilience</td>
<td>24%</td>
<td>45%</td>
</tr>
<tr>
<td>Improved job performance and/or employability</td>
<td>13%</td>
<td>48%</td>
</tr>
</tbody>
</table>

- Participants who had been working in financial counselling before the Program experienced a greater change in 3 outcomes compared to those who had not been working in financial counselling.
- The difference between the two groups could indicate that participants already working in financial counselling before undertaking the Program benefit more from the course than those who are working in another field as they can relate to the content better. It could also reflect the fact that the latter group of participants started from an already high baseline (i.e. high “Before” scores), reducing the scope for additional change.
### Impact of Mentorship Program

*Amount of change after accounting for what would have happened anyway and any external factors that may have contributed to the outcomes*

#### 2012 Participants

<table>
<thead>
<tr>
<th>Area</th>
<th>Due to Mentorship Program</th>
<th>Due to other factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved job performance</td>
<td>26%</td>
<td>15%</td>
</tr>
<tr>
<td>Increased financial resilience</td>
<td>27%</td>
<td>20%</td>
</tr>
<tr>
<td>Increased sense of pride and satisfaction</td>
<td>23%</td>
<td>11%</td>
</tr>
</tbody>
</table>

#### 2014 Participants

<table>
<thead>
<tr>
<th>Area</th>
<th>Due to Mentorship Program</th>
<th>Due to other factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved job performance</td>
<td>12%</td>
<td>19%</td>
</tr>
<tr>
<td>Increased financial resilience</td>
<td>10%</td>
<td>19%</td>
</tr>
<tr>
<td>Increased sense of pride and satisfaction</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Greater empowerment</td>
<td>13%</td>
<td>13%</td>
</tr>
</tbody>
</table>

#### Comparison between 2012 and 2014 participants:

- The 2012 participants reported greater change in all areas, suggesting that the benefits of the Program emerge and persist over time.
- In particular, the total amount of change reported by this group for “Job Performance” (15%) was slightly greater than for the 2014 participants (12%), and more of the change was attributed to the Mentorship Program.
- The 2014 participants also attributed more than half of their change in “Empowerment” to the Mentorship Program, indicating that they felt they now had resources to advocate for the community and had more self-confidence.
“Very supportive and informative course”

“The Mentorship program has given me the skills to be a successful Financial Counsellor”

“It has given me the chance to network”

“I have enjoyed my experience with the Mentorship program and look forward to mentoring any new recruits that are participating in future”

“The block training model of delivery was excellent”

“Gained invaluable experience”

“Gave me confidence to deal with a community’s financial issues”

“Provided a platform of knowledge and connections from which to work”
Program overview

The Group’s Indigenous internships program is delivered in partnership with CareerTrackers, a national not-for-profit organisation that matches Indigenous university students with appropriate private sector companies through a structured paid internship program.

Interns are recruited for a minimum of 12 weeks over a period of 12 months. Throughout the duration of their studies and internships, students:

► Receive on-going support from a dedicated Student Advisor
► Receive pre-employment and cultural awareness training, as well as academic advice
► Are invited to the CareerTrackers Annual Expo, a forum where they can develop their leadership skills and interact with other like-minded Indigenous students

The Group currently has 19 CareerTrackers interns and is planning to host 25 next year.

In addition, in January 2015, the bank signed a 10-year contract with CareerTrackers to employ 3,500 Indigenous university students as paid interns over the coming decade.

A visual representation of how the Internships operate is provided on the following page.
Figure 5. Overview of Internships

Career Trackers™

Indigenous Internship Program

Partner universities across Australia

Commonwealth Government

Indigenous Cadet Support scholarships

Partner supported by Group

Program supported by Group

Primary beneficiaries

Secondary beneficiaries

Other program partners (not funded by Group)

Commonwealth Bank

Other partner employers across Australia

Student Advisors

Family members and community

Group employees (Managers/buddies)

Figure 5. Overview of Internships
Stakeholders

The following are stakeholders of the Indigenous internships program:

► Interns and their families
► Group Managers and Buddies looking after the interns
► Student Advisors
► CareerTrackers
► Group

EY interviewed a total of 15 interns, alumni, CareerTrackers staff and Group Managers/Buddies.

As a result, interns and Group Managers were identified as the most material stakeholders, and for them we:

► Developed a theory of change
► Undertook quantitative measurement through surveys

Note: we developed a theory of change and surveys for Student Advisors, but due to insufficient survey responses, we could not analyse findings
Theory of Change - Interns

**SHORT-TERM OUTCOMES**

- Relevant work experience
- Exposure to corporate environment
- Working for a recognized organization
- Technical and professional skills
- Access to professional contacts

**MEDIUM-TERM OUTCOMES**

- Being ahead of other students when applying for graduate positions
- Increased career prospects
- Developing professional networks
- Increased academic performance

**FINAL OUTCOMES**

- Increased prospects of meaningful employment

**SHORT-TERM OUTCOMES**

- Understanding link studies-work
- Understanding world of work
- Understanding company culture
- Meeting like-minded Indigenous young people
- Feeling supported to finish degree and perform
- Earning an income
- Accessing external support

**MEDIUM-TERM OUTCOMES**

- Increased motivation to perform at university / finish degree
- Increased career aspirations
- Self-discovery: better understanding of own interests and career goals
- Increased economic capacity
- Increased confidence in abilities

**FINAL OUTCOMES**

- Increased empowerment

**SHORT-TERM OUTCOMES**

- Interpersonal skills
- Living somewhere new
- Completing internship
- Feeling supported (culturally-sensitive)
- Making new friends

**MEDIUM-TERM OUTCOMES**

- Being challenged in a new environment
- Increased pride in achievements
- Feeling part of a community
- Being seen as a role model
- Influencing positive change in family / community

**FINAL OUTCOMES**

- Greater self-esteem
Outcomes for interns

We were able to obtain survey results from 10 interns and also a single CareerTrackers graduate (currently employed full-time) to provide context.

► Overall, all interns experienced positive change in all outcomes
► The largest amount of change for both Group interns and the CareerTrackers graduate was in “Prospects of meaningful employment”, with Group interns moving, on average, from 3.7 before the internship program to 9.1 after and the CareerTrackers graduate moving from 1.3 to 8.0
► For Group interns, the distance travelled was similar for “Empowerment” (2.6) and “Self-esteem” (2.4)
► However, for both Group interns and the CareerTrackers graduate, their current self-rating was highest for “Empowerment” (9.5 and 9.3, respectively)

We were able to obtain survey results from 10 interns and also a single CareerTrackers graduate (currently employed full-time) to provide context.

► Overall, all interns experienced positive change in all outcomes
► The largest amount of change for both Group interns and the CareerTrackers graduate was in “Prospects of meaningful employment”, with Group interns moving, on average, from 3.7 before the internship program to 9.1 after and the CareerTrackers graduate moving from 1.3 to 8.0
► For Group interns, the distance travelled was similar for “Empowerment” (2.6) and “Self-esteem” (2.4)
► However, for both Group interns and the CareerTrackers graduate, their current self-rating was highest for “Empowerment” (9.5 and 9.3, respectively)

A breakdown of these outcomes by indicator is provided on the following page.
Outcomes by indicators

Indigenous interns

Prospects of meaningful employment
(9 Group interns / 1 CareerTrackers graduate)

I have developed a network of professional contacts
Group interns: 7.0
CareerTrackers graduate: 5.2

I have gained skills, knowledge and experience that will put me ahead of other students when applying for graduate...
Group interns: 5.0
CareerTrackers graduate: 5.2

I have a strong understanding of how to apply for a job in the private sector and what's expected of me
Group interns: 6.0
CareerTrackers graduate: 5.1

Self-esteem (10 Group interns / 1 CareerTrackers graduate)

I am confident in myself and my abilities
Group interns: 2.0
CareerTrackers graduate: 2.6

I feel I am a positive influence to my peers, family and community
Group interns: 6.0
CareerTrackers graduate: 2.0

I have a strong personal network
Group interns: 3.0
CareerTrackers graduate: 2.8

I feel that others are proud of me and my accomplishments
Group interns: 5.0
CareerTrackers graduate: 2.2

Empowerment (9 Group interns / 1 CareerTrackers graduate)

I am motivated to finish my degree and perform at university
Group interns: 5.0
CareerTrackers graduate: 2.1

I am confident that I can set and achieve career goals for myself
Group interns: 5.0
CareerTrackers graduate: 3.2

I have a strong understanding of the connection between my studies and work
Group interns: 4.0
CareerTrackers graduate: 2.1

I feel that others are proud of me and my accomplishments
Group interns: 6.0
CareerTrackers graduate: 5.0

I am confident in myself and my abilities
Group interns: 2.0
CareerTrackers graduate: 2.6

Copyright © 2015 Ernst & Young Australia. All Rights Reserved. Liability limited by a scheme approved under Professional Standards Legislation
Impact of Indigenous internships

Amount of change after accounting for what would have happened anyway and any external factors that may have contributed to the outcomes

- All interns surveyed reported an improvement in their prospects of meaningful employments.
- 90% of interns reported an increase in their sense of empowerment and self-esteem.
- The increase was greatest in employment prospects - 54% (two-thirds of which was due to the internship experience).
- Dedicated support from the student advisor, building a relationship with the Commonwealth Bank colleagues and facilitating interaction with other Indigenous interns were all crucial to making the experience valuable and achieving outcomes.

Interns

- Self-esteem: 24%
- Empowerment: 26%
- Prospects of meaningful employment: 54%

Due to internship experience  ■  Due to other factors
Theory of Change – Group Managers

**SHORT-TERM OUTCOMES**

- Opportunity to teach/transfer skills
- Having someone young/enthusiastic in the team
- Contributing to Group’s community programs
- Working with different people
- Exposure to lives / perspectives / cultures of Indigenous peoples

**MEDIUM-TERM OUTCOMES**

- Sense of satisfaction from mentoring / coaching
- Developing new skills
- Pride in Group
- Increased profile within Group
- Increased cultural capability
- Enhanced world view through broader life experience

**FINAL OUTCOMES**

- Job satisfaction and engagement
- Personal development
Outcomes for Group Managers

Overall outcomes for Group Managers

岗满意度和发展

个人发展

- Overall, Group Managers reported a greater amount of change in personal development and more specifically, their “understanding of Indigenous cultures and perspectives”.
- In terms of job satisfaction and engagement, there was a smaller overall change but Group Managers felt that they had developed new skills to help them with their work and their profile within the Group through their involvement with the CareerTrackers interns.
- There was little change in feeling proud of the Group or satisfaction from sharing/transferring knowledge but Group Managers already rated themselves quite highly on these indicators (8.7 / 10).

Job satisfaction and engagement

- I feel good that I can share/transfer my knowledge
- I have developed new skills that will help me with my work
- I have developed my profile within the Group
- I am proud of the Group

Personal development

- I have an understanding of Indigenous cultures and perspectives
- I feel comfortable interacting with people from different backgrounds and circumstances to my own

Copyright © 2015 Ernst & Young Australia. All Rights Reserved. Liability limited by a scheme approved under Professional Standards Legislation.
Impact of Indigenous Internships

Amount of change after accounting for what would have happened anyway and any external factors that may have contributed to the outcomes

Group Managers

- All Group Managers felt they had increased their understanding of Indigenous cultures and perspectives
- More than half of the Group Managers felt the experience had helped develop their profile within the bank
- There were improvements of 11% in personal development and 5% in job satisfaction & engagement (most of which were due to the internship)
- 90% also felt they had developed additional skills, predominantly leadership skills

- Due to internship experience
- Due to other factors

Personal development | Job satisfaction and engagement
11% | 5%
Quotes
Interns and Group Managers

“My CareerTrackers experience was overwhelmingly positive”

“CommBank group has empowered me in all areas of my life”

“I have made contacts with 98 other CBA Summer Interns and 90 other CareerTrackers interns throughout my internship. And I am still growing in contacts for network prospects of employment reasons”

“Our intern was fantastic. I would gladly be involved with the program in the future”

“Overall I think it is a great program. It did take a lot of time out of my days but it was fulfilling to know the intern left with a wider knowledge of the Group”

“Great program - makes me feel proud to be part of the CBA group, learn more about other cultures and more importantly interact with people!”
Conclusion

The three-part project brief

1. **Measure the social and economic outcomes of a selection of RAP initiatives** - the Group has gained:
   - Four theories of changes that provide an enhanced understanding of the beneficiaries and programs which can support the Group and partners to improve programs
   - An evidence-based narrative of what changes for beneficiaries as a result of the individual programs
   - A visual representation of the program outcomes
   - Quantitative measurement of outcomes for 3 programs

2. **Help the Group adopt a common outcomes framework for its Indigenous Education and Employment initiatives** - the Group has gained:
   - Outcomes measurement training for the Group and program partners
   - An enhanced understanding of the beneficiaries and programs which can support the Group and partners to improve programs
   - Data collection tools and practices for ongoing outcomes-based measurement

3. **Provide support for the communication and reporting of activities in the next RAP** - the Group has gained:
   - Qualitative findings for communication and reporting
   - A visual representation of the outcomes of programs

Copyright © 2015 Ernst & Young Australia. All Rights Reserved. Liability limited by a scheme approved under Professional Standards Legislation
Next steps

Over the coming months, EY will be embedding outcomes measurement for Internships, Walkabout Your Business and Mentorship programs by:

- Engaging with relevant staff at Ambrose, ICAN and CareerTrackers to review current systems and data collection practices to identify most efficient means of collecting outcomes-based data
- Working with partners to update their existing systems and practices
- Providing brief guidance material to enable ongoing data collection and reporting of outcomes

EY will also undertake quantitative measurement for ICAL – our work will build on ICAL’s upcoming data-tracking system (which will assist in systematically measuring the value generated by the service)
Appendices (provided separately)

- Appendix A – Detailed findings for the Mentorship Program
- Appendix B – Detailed findings for Walkabout Your Business
- Appendix C – Detailed findings for the Indigenous Internships program