



DISCOVERY

TURNSTONE
PROJECTS

THE BUSINESS CASE

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The case for Discovery

All people have a range of aptitudes or behaviours that are relevant for specific training or employment opportunities. However, people without a history of work, competency in spoken and written English or the confidence to put themselves forward can be overlooked by traditional assessment and selection processes. Discovery seeks to change this situation.

Discovery is a versatile tool equally relevant to the for-profit and not-for-profit sectors supporting training, employment and sustainable economic development.

Discovery is a spoken and activity-based tool that gathers information and life experiences relevant to work and training in a way that is inclusive, participatory and non-threatening. Discovery is language fair and culture fair. The process works with young people from primary age to older students to men and women across all ages and backgrounds.

Discovery is a stand-alone and contained assessment tool that is implemented by organisations themselves. It is taught through a Workshop to facilitators nominated from within their organisation. It then becomes one of the organisation's assessment and development tools to help inform training organisations and/or employers and/or service providers about potential trainees, employees and providers for specific recruitment, training or supplier opportunities.



Outcomes and benefits

For organisations, Discovery delivers immediate and long-term benefits. These include:

1. an alternative cost-effective fully contained assessment and recruitment tool to add to their existing systems;
2. a tool to successfully foster greater diversity and inclusivity in the workplace;
3. a process that can be used to enable organisational development growth with existing team members better matched to suitable training opportunities;
4. training for an organisation's own nominated team members developing their own skills with the ability to train others from within their organisation;
5. a robust and tested methodology to engage with the local community, potential trainees and/or employees and their families;
6. a mechanism to foster positive social change.



For participants, Discovery also delivers many benefits. These include:

1. building a personal portfolio of an applicant's inherent aptitudes and learned skills related to common workplace activities;
2. giving a clear indication of the applicant's English literacy and basic numeracy in the context of training and/or employment;
3. improving an applicant's understating of the organisation and the opportunity available;
4. establishing a good foundation for further conversations with the applicant and the organisation;
5. enabling the applicant to give insights to culture and experiences that maybe new to the organisation and their Discovery facilitators; and
6. growing the applicant's confidence and pride.



Watch: [Bringing Forward Young Leaders](#), a short digital story (3.30 mins) prepared for Gumatj Corporation (NT) using Discovery as its selection process for its first intake of participants for their year-long training and employment program at the Gulkula Regional Training Centre.



How Discovery works

Aptitude as an indicator of ability

Discovery tests an individual's aptitude as a way to help determine ability. Testing aptitudes to estimate ability is a long-standing and internationally accepted methodology that evolved as advances in behavioural studies and theories developed throughout the 20th century. It is now a widely accepted practice to reliably assess potential before an individual completes a job or task, where their performance can be evaluated based on what they have done.

With the target audience for Discovery being people who have had little or no workplace experience and therefore little or no ability to demonstrate their performance in a workplace, using aptitudes to assess potential is a logical approach. It provides a summary of the likely ability of the individual based on common competencies that are relevant to most workplaces and for training. It informs an organisation or provider about the type of roles or work where the applicant is most likely to succeed and how to best support them for their ongoing development and progression.

Assessment methodology

The results achieved with Discovery are reliable and robust without needing lengthy statistical analysis or external parties to evaluate. In behavioural assessments there is often some subjectivity. To minimise this, Discovery uses well regarded behavioural science methodologies including the Likert and Bipolar scales and nationally recognised standardised tests.

Who should use Discovery?

Discovery is relevant for companies, organisations and institutions including not-for-profits, associations and government engaged with or providing training and/or employment for people on a short-term or long-term basis, for work experience or as suppliers.

Discovery is also relevant to philanthropic and grant-making or donor organisations and social impact investors keen to encourage and facilitate the use of Discovery for education, enterprise development and sustainable economic growth.

Discovery works for all industry sectors and in all location settings: urban, regional, rural, and remote.

Implementing Discovery

Discovery is taught through a Workshop to an organisation's own nominated facilitators. Participants learn, practice and implement all aspects of Discovery including assessing applicants for a training or employment opportunity.

At the end of the training, the client is provided with a Discovery Toolkit which includes all the necessary instructions, materials and resources to implement Discovery in their organisation independently and on an on-going basis. The cost for group training is around \$1,000 per person. Training can also be delivered in smaller groups on site. Further details are in Appendix 4: About the Discovery Workshop.

Next steps

Discovery turns selection on its head bringing forward people of all ages who may be overlooked by the traditional selection and assessment methods. It is implemented simply and successfully in any setting. Turnstone Projects welcomes the opportunity to discuss Discovery. Please contact Rebecca Illiffe, Director, Turnstone Projects on 0417 816 303 or rebecca@turnstoneprojects.com

Appendix 1 | About Turnstone Projects

Rebecca Iliffe established Turnstone Projects in 2003 to work with companies, organisations and communities where shared interests exist. Turnstone Projects works in three related areas: Grantlines, partnering people and projects for good; asset-based community investment attraction; and project development and management. Turnstone Projects works collaboratively to help establish pathways, programs and services to collaboratively achieve appropriate investment, social enterprise, strategic giving and employment. www.turnstoneprojects.com



Rebecca Iliffe has two decades of experience working with companies, government and the philanthropic sector to deepen engagement with the communities where they have connections or seek to support. She is also an Associate Consultant with Philanthropy Australia. Rebecca complements her work with pro bono services to people and projects particularly in education within the local community where her business is based. In addition, Rebecca and her family are actively involved in philanthropy and give through their small family trust, the Bethesda Trust, which combines grant-making and digital storytelling to advocate, educate and inspire. www.bethesdastrust.net.au

Partners in Discovery

Turnstone Projects has formed a collaboration with Dr Cecil Pearson and Ms Sandra Daff to develop and implement Discovery.



Dr Cecil Pearson (PhD, UWA) was a senior research fellow at the School of Management at Curtin University in Perth with over 10 years spent in research and practice in Human Resources Management including as editor of *Research and Practice in Human Resource Management Journal* (2003 – 2014) and in the study of behavioural sciences. He joined Curtin University following his time as a senior academic at Murdoch University. Originally an engineer, he taught in secondary schools for seven years and then moved to the State Railways as District Engineer responsible for the management of up to 400 people to maintain the assets for the safe operation of the rail network. With a doctorate in measurement and organisational development, Dr Pearson determined the parameters and assessment methodologies for the Discovery process. He is widely published in academic journals in the disciplines of education, management and Indigenous employment.



Ms Sandra Daff has extensive experience in community relations with specialist skills in Indigenous community development, mining, government and education, particularly in remote locations having lived and worked on the Gove Peninsula for 15 years. She was the Indigenous Affairs Specialist and Project Manager for ALERT (Arnhem Learning Education Regional Training) for Rio Tinto Alcan. She implemented the now well regarded and recognised ALERT Indigenous educational vocational program in 2007 and working with Dr Pearson, the recruitment process of Discovery. Sandra managed ALERT for eight years and during this time, developed and introduced the vocational education and training programs of Ralpa and Goyurr as feeder programs to ALERT.

Sandra and Rebecca have been working together since 2005 in Arnhem Land and now through Turnstone Projects where they created Discovery as a stand-alone tool to rethink recruitment and assessment, implemented the Gulkula Regional Training Centre recruitment and developed and managed the HEART Program for Miwatj Employment and Participation.

Appendix 2 | Discovery evolution and experience

Discovery as a stand-alone tool was launched in mid 2016. The key elements of Discovery have been successfully used since 2007 and in late 2015 a decision was made to develop Discovery as a tool available to interested organisations to implement themselves. Informing this decision was the repeated success in bringing forward people who previously had felt unable to apply for or request training due to confidence and/or a lack of workplace experience and the success in transferring the skills to new practitioners and the willingness to rethink selection and recruitment for the benefit of all.

Discovery was recently adopted by Gumatj Corporation in the Northern Territory (NT) to support its first intake of participants for their year-long training and employment program at the Gulkula Regional Training Centre (GRTC) in Arnhem Land. There were 89 applicants for 20 places with the final selection determined by nominated Traditional Owners.

The practice of Discovery can be confidently transferred. Over 40 people, of various ages, ethnicity, and gender, have been trained as facilitators. The scores for 29 of these individuals to successfully deliver and assess Discovery have been evaluated using the Statistical Package for Social Sciences (SPSS) provided by Curtin University with a result of 97% reliability. In June 2017 a three-day intensive Discovery Workshop was held with five NT based organisations (Charles Darwin University, East Arnhem Regional Council, Laynhapuy Aboriginal Homeland Association, Miwatj Employment and Participation and Gumatj Corporation) to learn and use Discovery in their own business practices for selection and recruitment. The Workshop was rated with a 91.4 per cent satisfaction.

Prior to its launch as a stand-alone tool, Discovery was one part of an integrated employment and training program operating in north east Arnhem Land. Discovery was developed by Dr Pearson and Sandra Daff for the ALERT program with Alcan and then Rio Tinto Alcan. Since then, Discovery has been adapted and improved. Dr Pearson, Sandra Daff and Rebecca Iliffe refined the process for a pilot employment program for remote Indigenous communities in north east Arnhem Land with the Australian Government's Miwatj Employment and Participation.

There have been approximately 1,045 Discovery assessments completed. Six hundred and eighty-five of the assessments have been documented by Dr Pearson. These 685 assessments were done with men and women across all ages. The results have been analysed and included in a variety of academic papers published in Australia and internationally. Rio Tinto in Gove, NT, uses the Discovery process for its corporate Indigenous training program, Ralpa and have completed over 420 assessments. In 2017 Gumatj Corporation chose Discovery for their recruitment process to select 20 participants (from 89 applicants) for its first intake of the Gulkula Regional Training Centre.

Discovery sessions recorded and assessed by Dr Cecil Pearson (mid 2007- 2017)

Programs using Discovery for selection & recruitment	Discovery sessions	Selection	Workplace training	Full time work & placement
ALERT May 2007 - Jul 2012	456	248	175	80
Rio Tinto Feb 2012 - Feb 2014	133	97	78	78
HEART May – Oct 2015	33	31	20	20
Gumatj Corp Jun - Dec 2017	63	20	10	10
Totals	685	396	283	188

Reasons for the reduced numbers from the Discovery sessions held to selection include: literacy; accommodation; medical; custodial; disinterest; and, dismissals. In addition, all selected applicants attended a two or three-day recruitment workshop following Discovery for further assessment prior to undertaking workplace training.

Appendix 3 | Discovery testimonials

Traditional Owner support

In Arnhem Land, Discovery is a trusted first step in recruitment for training and employment. Senior Traditional Owners value the respectful approach of Discovery and the time spent with their family, clan and community. They can participate in the discussion and because of the very mobile approach; they can be present and lend their support.

Mr Banambi Wunungmurra, Traditional Owner and Mayor of the East Arnhem Regional Council has been a long-term supporter of meaningful training for employment and sees Discovery as a useful way to engage with, understand and value community experience and translate this to terms that are understood in the world of work. The engagement by the senior men and women in Arnhem Land over many years has been instrumental in ensuring the applicants and trainees are supported and when required, elders will step in to ensure attendance and participation.

Mr Wunungmurra's son, Marriwuy Wunungmurra was assessed using Discovery and selected to participate on the Miwatj Employment and Participation's HEART Program in 2015, a pilot employment program. Following HEART, Marriwuy moved into his first choice for work placement with Deltareef, a local private housing construction and maintenance company in Yirrkala.



Klaus Helms, CEO, Gumatj Aboriginal Corporation:

"We are committed to local employment and Discovery supports this. It helps us develop business opportunities and projects based on the people and skills available. We have employed many people who have completed Discovery. It is a well-regarded process among Traditional Owners and within our communities and one we support. We have used Discovery for the selection of our first 20 participants at the Gulkula Regional Training Centre in mid 2017. We have also undertaken training in Discovery ourselves along with four other local organisations enabling us to do all future. We were really pleased with the result and the Traditional Owners were well equipped to make the final selection."

 Watch [Bringing Forward Young Leaders](#), the recruitment story for the Gulkula Regional Training Centre.

Barbara Cram, Charles Darwin University, the selected Regional Training Organisation by Gumatj Corporation for the Gulkula Regional Training Centre:

"We [CDU] have been really delighted with the calibre of the participants, how they interact with each other, how thoughtful and focussed they are. It is a first for us to start a training program with such a cohesive group and for us to know so much about them individually".

Gary Barnes, Senior Advisor, ALERT - Gove Operations, Aluminium, Rio Tinto:

"We continue to have good success with Discovery as a recruitment process for our Indigenous corporate training programs called Ralpa. We are now up to Ralpa 11 and have done over 420 Discovery sessions. Ralpa 10 had some very good employment outcomes with seven of the ten trainees securing employment: three with Rio Tinto mine traineeships; one with YBE; one with Dhimurru Aboriginal Corporation; one with the Buku-LarrnggayMulka Centre; and, one with Gumatj Aboriginal Corporation."

Emeritus Professor Samir Ranjan Chatterjee, Curtin Business School, Curtin University:

“Having been associated with the ALERT Program in Northern Territory some years ago and publishing a number of scholarly papers based on it, I am thrilled with this exciting initiative. I wish more people become aware of the potential of this innovative developmental and enrichment program for Australia. I commend the design, methodology and the underlying critical assumptions of this new pathway.”

Jeremy Kee, CEO, Miwatj Employment and Participation:

“Discovery provided a strong foundation for us to deliver MEP’s HEART Program in 2015. HEART was testing a new approach to employment training in Arnhem Land and because of this we needed to be collaborative every step of the way. Discovery supported this. It was inclusive and encouraged engagement, everyone was involved. The Traditional Owners were really supportive. Discovery helped us build a picture of each applicant, their strengths, current knowledge and aspirations. We used this information in our selection process and it also informed how the training, projects and work placement including during the prestigious Garma Festival were developed and delivered. The HEART crew had a big presence at Garma in 2015 during their work placement and at this year’s Festival, they were missed, especially by the YothuYindi Foundation and Sodexo.”



During the HEART Program, many of the participants wanted to share their story about their experiences and hopes.

Watch [HEART A New Approach to Employment Training in Arnhem Land](#)

Angela Bourke, Jawun Indigenous Partnerships and Director, Strategy and External Affairs, Australian Energy Regulator:

“I was fortunate to have the opportunity to learn about, and undertake, Discovery whilst working in a remote community in north east Arnhem Land. As part of a six-week Jawun secondment, I helped to deliver the HEART (Homeland Employment Activity and Regional Training) program. This culturally-informed pilot program recruited 20 Yolngu men and women from the Homelands, all of whom completed Certificate 1 training and work placement.

A critical part of HEART’s success was Discovery. Discovery was an incredibly useful tool - not only to recruit and identify suitable program participants but in developing and building rapport. The face-to-face, open conversation that Discovery encourages, as well as its hands-on and engaging activities, allow the participant and practitioner to have a shared and fun experience. Practitioners can develop an understanding of a participant’s capabilities and aptitudes without them feeling like they are in a formal test environment. It highlighted where participants would benefit from additional support throughout the training and enabled deeper relationships to develop.

Some of the practical benefits of Discovery are that it can be done anywhere and by a range of practitioners with relatively limited training and some initial guidance/support. After my induction as a practitioner, I felt confident to deliver Discovery sessions, could readily undertake the assessments and use the information provided through the sessions to achieve improved outcomes for the project.”

Appendix 4 | About the Discovery Workshop

The Discovery Workshop equips an organisation's nominated facilitators with the theoretical and practical understanding of Discovery. They can then implement Discovery for their organisation using the Discovery Toolkit and Workbook completely independently as one tool within the staff recruitment and development practices.

Workshop participants are taught how to manage all aspects of the process:

Activity	Name of activity	Assessment focus	Assessment time
Workplace Literacy	Icebreaker Interview	Communication and literacy	10 minutes
1	Frog Hop	Motivation Coordination Knowledge building	3 minutes
2	Origami Rabbit	Precision Conformity Attentiveness	3 minutes
3	Peg Task	Information processing Memory Task focus	3 minutes
4	Tangram 1	Thinking Memory Spatial awareness	3 minutes
5	Tangram 2	Creativity Thinking Perceptual expression	3 minutes
6	Cube and Balls	Persistence Reasoning Dexterity	3 minutes
Workplace Literacy and Numeracy	Literacy recognition Basic numeracy	Workplace sight words, flash cards, make a word, addition, subtraction, multiplication, sequencing and relativity	10 – 15 minutes
Literacy	Burt or Torch	Reading competency Reading comprehension	10 – 30 minutes

The most effective way to teach Discovery is through a Workshop or individual training on-site and where there are current applicants seeking training or employment with the organisation (or with partner organisations).

Participants involved in the Arnhem Land Discovery Workshop June 2017 reported the best aspects of the training were:

- “the incorporation of live assessments and exposure to issues faced was of great benefit”: *Rob Buttery, Charles Darwin University, Darwin;*
- “well planned, fun and engaging. The facilitators worked so well together”: *Barbara Cram, Charles Darwin University, Darwin*
- “the workshop was a well put together program and the Council will be implementing this approach”: *Kylie Owens, East Arnhem Regional Council, Nhulunbuy*
- “to see Discovery made available to more Yolngu and local corporations and organisations”: *Thomas Amagula, Gumatj Corporation, Gunyangara*

Options for Discovery training:

- The Workshop can be delivered as a group training program of up to 15 facilitators. This is often the most cost-efficient option and, the most beneficial for an organisation as the greatest number of facilitators are trained and more applicants are assessed for a current work or training opportunity during the Workshop. For example, at the end of a three-day Workshop, there are 15 newly trained Discovery facilitators with the skills and resources to implement Discovery on behalf of their organisation and up to 15 applicants have been assessed. Up to five or six local organisations might take part in the one larger group training program. This collaborative approach has many benefits for the organisations involved and the potential applicants.
- Discovery can also be delivered as an intensive program tailored to an organisation with two or more facilitators. If required, Discovery trainers can remain on site and help undertake assessments collaboratively with the new Discovery facilitators.

Services of the Discovery Workshop

The Discovery Workshop includes all of the following services:

1. research and familiarisation of client requirements and region for the Workshop delivery;
2. liaison and discussion with client including telephone calls/Skype and emails prior to going to site and meetings and presentations while on-site;
3. preparation and distribution of a pre-workshop electronic survey for facilitators;
4. a welcome email to facilitators with the survey link and video introductions;
5. compilation and review of the survey results in preparation for the Workshop;
6. on-site individual facilitator meetings with each person participating in the training before the workshop and feedback to client (up to one day);
7. workshop delivery (two or three days) by two Discovery trainers;
8. provision of Discovery equipment for the workshop, training resources and videos;
9. preparation assistance while on-site for the applicant assessments (office-like and out-of-office settings);
10. assistance with mentoring and feedback on the individual Discovery sessions with actual applicants (up to 15 people);
11. provision of the comprehensive Discovery Toolkit (two kits for large groups, one for smaller groups); and,
12. post training ongoing support through the private Discovery Group Facebook page.

Contents of the Discovery Toolkit

As part of the Workshop, the commissioning organisation receives a Discovery Toolkit, allowing organisations to implement Discovery independently on an on-going basis.

In the Discovery Toolkit is:

1. the Discovery Workbook with the Discovery procedures, activities, worksheets and assessments (a Discovery USB containing the individual worksheets and assessment sheets);
2. Frog Hop board and six frogs;
3. Origami Rabbit, one made origami rabbit, 200 mm x 200 mm square 80 gsm paper (200 sheets);
4. Peg task, triangular plate and 15 pegs;
5. Tangram 1, 2 mm laser cut plastic;
6. Tangram 2, 2 mm laser cut plastic;

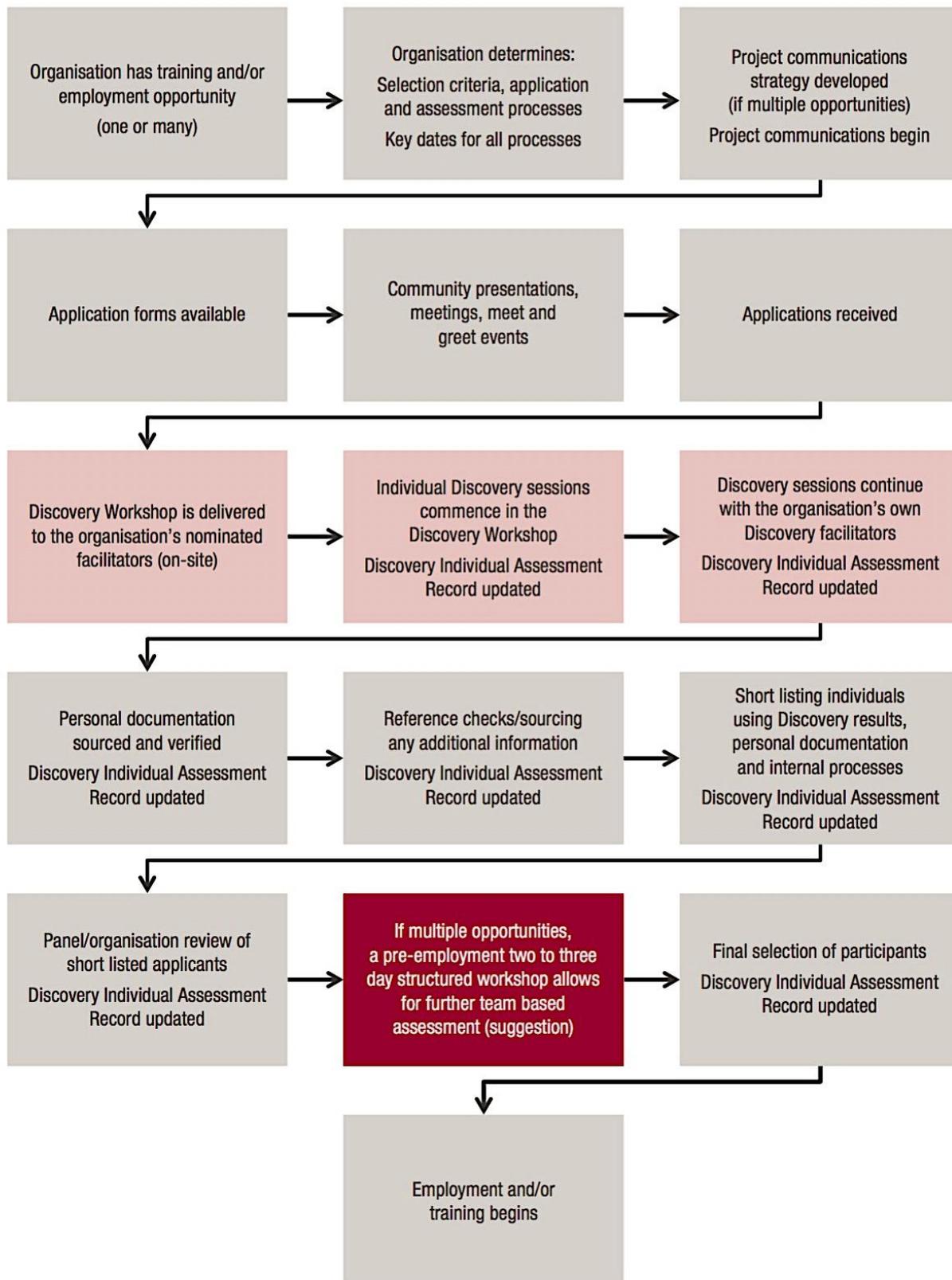
7. Cube and Balls, one cube and ball activity;
8. Workplace literacy and numeracy: two common sign flash cards, laminated; 12 specific word flash cards, laminated; days of the week, laminated; months of the year, laminated; nine specific letters of the alphabet; tape measure; six specific laminated numbers;
9. basic stop watch and spare battery;
10. basic calculator;
11. Discovery Individual Record Excel spreadsheet (provided on the Discovery USB); and
12. video presentations including all six hands-on activities and workplace literacy and numeracy.

The following table outlines the services and aspects to the Discovery Workshop for a large group (15 people) and a smaller group for intensive training.

Implementing Discovery	Group training	Intensive training
Preparatory electronic survey (Q&A)	✓	✓
Individual facilitator meetings (30 mins) and feedback to commissioning representative	✓	✓
Training content <ol style="list-style-type: none"> 1. an introduction of Discovery as a recruitment and individual assessment tool; 2. an understanding of the importance of the facilitator's role and responsibilities; 3. the knowledge of the six hands-on activities, an understanding of the aptitudes being tested and the assessment methodologies and requirements; 4. information on and experience in the Icebreaker Interview and Workplace Literacy and Numeracy exercises; 5. a detailed understanding of the Torch and Burt literacy assessments; 6. strategies and practice for effective community and stakeholder engagement; 7. familiarity of the Discovery Individual Assessment Record; and 8. practical experience in completing all aspects of Discovery as the lead facilitator and observer. 	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓
Assessment of actual applicants (if 15 facilitators, 15 applicants, if less facilitators or if training is shorter, fewer assessments)	✓	Time dependent
Trainers	✓ (Two)	✓ (One)
Ongoing support on online assistance via a private Discovery group Facebook page	✓	✓
Duration on-site	Four days	Three days
Supply of Discovery Toolkit	✓ (Two)	✓ (One)
Approximate cost for the training and Toolkit (excl GST)	Up to \$15,000	POA
Cost per person for training	\$1,000/ facilitator (15 facilitators)	

The cost is approximate as Workshops are tailored specifically for the organisation (or organisations). Travel, accommodation and the Workshop venue are not included in the estimate and are negotiated with the organisation.

The following chart shows how Discovery blends into an organisation's assessment or recruitment process:



Appendix 5 | Discovery references

For further evidence about Discovery, a range of references has been provided:

Daff, S., Iliffe, R., Helms, K. & Pearson, C.A.L 2017. *Extending customary cultural ideals of Indigenous people in remote communities when engaging labour market forces of the Australian mining industry*, Journal of Australian Indigenous Issues (currently under peer review)

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