



## PROGRAM GUIDE

*"It's nice to know  
someone believes in you  
enough to trust you"*

**TOLL**  
SECOND STEP

A STEP INTO A NEW LIFE

# Foreword

The purpose of this booklet is to provide the reader with information about the Second Step Program as it operates within the Toll Group.

It outlines the process behind the Second Step supported employment program offered to people with a criminal or drug addiction background which has excluded them from obtaining or retaining employment.

It is designed to offer information and guidelines for users within the Toll Group of Companies.

It is expected to provide an overview for the:

- Business unit
- Supervisors and work place mentors
- Second Step candidates
- Partner programs who provide additional support

It can also be used by other organisations who may be interested in establishing a similar program of their own.

Further information can be obtained by contacting Ruth Oakden, Toll Group Second Step Program Coordinator on 0419 446 269 or by email at [Ruth\\_Oakden@tollgroup.com](mailto:Ruth_Oakden@tollgroup.com)



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# 1

## Background

The Toll began the Second Step Program in 2001. Initially it was designed to provide employment opportunities for selected candidates of the First Step Clinic. In 2005 the program was extended to include candidates coming through the criminal and juvenile justice systems.

It is a recognised truth that while recovering addicts are able to get clean; staying clean is difficult without an alternate way to spend each day. Obviously employment is a desirable solution. It provides community inclusion, financial security and a sense of self worth. The dilemma is that employment opportunities are severely limited once the details of an addiction or incarceration are revealed.

As a large employer with a wide variety of roles, Toll is well placed to provide employment opportunities. Having made the decision to accommodate criminal records and prior addictions and employ individuals for their potential, rather than exclude them because of their history, Toll embarked on the Second Step Program.

Working with partner organisations Toll can concentrate on providing employment while any other issues are managed by the expert and specialised support programs.

This cooperative approach is the key to the successful outcomes of the Second Step Program. It provides the best opportunity to make the transition between an addiction, or criminal lifestyle to a reformed one!

The Second Step Program is designed to provide employment for a specific period. The intention is that after having an extended period of employment and work experience the Second Stepper becomes a more 'employable' member of the job market. In practice the majority of people who have begun the Second Step have been offered a position within the business at the conclusion of their program. This is simply because the business units recognise the value of the individual as a trained, experienced, reliable and loyal employee. Since the program began no more than 5% of the participants have returned to their previous lifestyle.

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# 2 Overview of the Process

Pre-employment preparation is crucial to a successful outcome for both the Second Stepper and the business unit. Candidates are selected through 'partner programs' who work with them to ensure that they are 'work ready'.

It is also crucial that the work place is appropriate and that a mentor/supervisor is selected who is comfortable with the program and their role within it.

Once the candidate is placed within the work place the partner programs continue to work with them and also provide support for the business unit.

This relationship allows for the 'expert support' provided through the partner program to work along side the business unit and so address issues if and when they occur.

## 2.1 Brief Process Outline

Individuals with a heroin addiction or Criminal Justice background who are considered 'work ready' are recommended for the program by one of the Second Step Program partner organisations.

Once the partner program has recommended a potential candidate there is an initial 'interview' for the Second Step Program. This meeting serves as a 'get to know you session' and one of several time management, presentation and preparation checks.

A position within the Toll Group that fits with the geographic, transport, skills, experience and interest, of the Second Stepper is identified.

Preparation of the work place requires not only a position being available, but that an accessible workplace mentor is selected to support the Second Stepper in a day to day manner.

For Second Step participants who have a declared, observed, suspected or implied drug abuse issues; regular, random drug testing is arranged.

Employment is arranged as either full or part-time over a period equivalent to 12 months full-time.



## 2.2 Selection

Toll has established partnerships with a number of support organisations who we referred to as 'partner programs'. These agencies identify possible candidates for the Second Step Program (details of these agencies are outlined in Appendix 1). Once a candidate has been identified as 'work ready', a curriculum vitae or resume is sent to the Second Step Program Coordinator for consideration.

The important issues to be considered at this point are:

- Skills
- Experience
- Ability to acquire skills
- Transport
- Location of accommodation relative to available employment

The candidate will then have a meeting with the Second Step Program Coordinator, regarding the candidate's skills and interests, to identify a suitable position within a business unit in the Toll Group.

## 2.3 Position Placement

Once a business unit has been identified as having a suitable role, a job interview takes place with the manager of the business unit and the position supervisor.

It is important that the position corresponds with the candidate's abilities and interests. The role must be 'genuine', which means a pre-existing position is vacant, however occasionally a 'created' role may be a natural fit. In this situation it is crucial that the role is legitimate and fulfils a purpose within the unit. An artificially created role may be unlikely to provide the same sense of belonging to a team as a pre-established role.

It is crucial that within the selection and placement exercise it is remembered that the Second Step is a supported employment program and that the Second Stepper may take some time and assistance to become a fully functioning team member.

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Some candidates are entitled to support through the federally funded Jobs Networks. This program provides an array of assistance, and potential financial assistance at some levels.

## 2.4 Individual Support through Partner Programs

The 'partner programs' provide additional counselling and support through a Case Worker who assists with non-work related issues that may impact on the Second Stepper.

They provide assistance and referrals which are aimed at easing the transition into the work-force.

These may include issues regarding:

- the home situation
- previous work experience
- institutionalisation of the candidate
- their potential to return to employment without assistance
- drug or other health related issues

The Case Worker provides the 'expertise' sometimes necessary when dealing with people who have

been marginalised from the work force and provide back up for the operational requirements of the business unit.

## 2.5 Support and Counselling

Throughout both the selection process and employment stages, access to counselling and support is crucial. This can be provided through the ongoing relationship with the Case Worker, the Second Step program Coordinator or another established counselling relationship. In the early stages of the placement, the case worker visits the Second Stepper once a week, however their role diminishes over time as the employee gets settled into the position nevertheless, they maintain an ongoing contact.

## 2.6 Workplace Mentor

A workplace mentor is an 'obvious' contact person within the workplace.

They provide day to day support and encouragement. They are not expected to provide counselling but are in a position to contact the Case Workers or the Second Stepper if



they feel there are issues that may require assistance. The workplace mentor provides support and encourages the Second Stepper to become 'part of the team'.

Generally the site manager and the mentor are the only people in the business unit who are aware of the Second Steppers circumstances. This confidentiality is essential to protect the candidates' integrity and allow the traineeship to proceed in a supportive and non-judgmental environment.

## 2.7 Drug Testing

Generally speaking Second Steppers are all required to be regularly and randomly tested for drugs and alcohol.

Sites where random testing is in place will include Second Steppers in the process but additional testing may be required depending on previous history.

The benefits of this testing are that it

- provides the trainee with the back up of knowing they will be tested

- provides a regular 'health check' of the drug use, and
- confirms that safety issues are being addressed.

The Second Step Program requires that participants who have a declared, observed, suspected or implied drug abuse issues have regular, random drug testing.

While not all Second Steppers have come to the program as a result of drug related matters, agreement to participate in drug testing is a compulsory part of the program.

Drug testing is provided on site by Integrity Sampling and requires a saliva swab.

In the event of a positive test;

- Further pathology testing is arranged to confirm the indicated test result.
- The Second Stepper is removed from the work place and referred to an appropriate agency (usually First Step or St Vincent's Addiction clinic) for counselling.
- If a positive test ID is confirmed, the Second Stepper is suspended, and a decision is made regarding

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their ongoing place within the employment organisation.

- Regardless of the employment decision, the Second Stepper is offered continued drug counselling and support.

## 2.8 General Conditions of Employment

### 2.8.1 Salary

The Second Steppers are paid according to the normal rate for the position they are employed.

The salary and 'on costs' associated with the Second Step position can be invoiced back to the Second Step Program or be taken on by the business unit.

### 2.8.2 Absences

Generally Second Steppers are paid at a rate that accommodates leave allowances rather than the traditional casual rate. This is because we recognise that particularly in the early stages some leave is required and Second Steppers are rarely in

a financial position to manage extended unpaid absences.

The decision of how to accommodate paid absences is made by the Second Step Program Coordinator in conjunction with the business unit and partner program.

As a general rule absences deemed to be Second Step related (for example counselling, implants, parole and notifications) will be deemed to be time at work. Other absences or variations will be reviewed and reconciled at the end of the following week.

## 2.9 Operational Issues

The Second Stepper is employed as closely as possible to the conditions of any other employee. This means that all normal operational decisions that pertain to the position are made by the supervisor.

If the supervisor has concerns of the impact of these decisions for instance, if there is a need for a normal disciplinary action, then they can access the support or advice of the Second Step Program Coordinator or 'partner programs'.



# 3

## General Information for the Business Unit

### 3.1 What does the business unit need to participate in the program?

- An open mind to the goals and intention of the Second Step Program
- A positive workplace
- Willingness to give someone a chance to re-enter to workforce and re-establish their life
- Willingness to work with the 'partner programs'

On the Toll Intranet site there is a link to an interview with Paul Little where he speaks about the program and why Toll has established it. This is a good place to go to understand the intention of the program.

For many Second Steppers the Second Step Program is their first experience within an organised workplace, governed by rules and procedures.

Successful initiatives practiced by other business units are to partner a Second Stepper with an established employee (a mentor), to help the Second Stepper observe how the workplace functions.

The mentor's role is to help make the Second Steppers' feel comfortable in the work place, and how the business culture works, be aware of the need to follow procedures and to help them build a rapport with their other colleagues.

Often simple work habits are unrecognised by the Second Steppers. Normal matters including signing on, advising of unexpected lateness or absence or reporting a minor injury are not apparent to someone without any experience in the work force. These issues are common but can usually be managed if they are anticipated and resolved early on in the placement.

Second Steppers often come with a certain amount of 'baggage'. This can mean that time off is required to address accommodation, health, dental or legal matters.

While in the normal working world people manage these issues with the use of rostered days off and annual leave, Second Steppers may have to deal with a number of these issues at once.

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It is useful to consider these absences and incursions in the working day in the same way Toll supports a long term employee who experiences unexpected personal difficulties. We accommodate what we can, and offer support with the anticipation that things will be resolved in due course.

In the Second Step situation this is all the easier as Second Steppers have access to their case workers and the partner programs.

Business units are encouraged to develop open communication with the partner programs to facilitate quick resolutions of problems that occur.

## 3.2 Mentor

A mentor is someone in the business unit who, together with the business unit supervisor, is aware that the new employee is coming from the Second Step Program. The mentor's role is to support and establish a relationship with the Second Stepper, so that they feel comfortable in working in the unit and that they have someone to approach with any questions or concerns.

The mentor is someone to have lunch with and one who will introduce the new employee to the work environment and other staff as they would if they had a pre-established friendship.

The mentor is in a position to observe how the Second Stepper is settling in and refer any concerns to the supervisor, partner program case worker or the Second Step Program Coordinator.

Being a mentor is not a challenging or time consuming role. It offers the opportunity for the mentor to develop their own communication, problem solving and people management skills this is a very rewarding way to participate in the Second Steppers integration into working life.

The mentor does not need to be a social worker – the partner programs provide that.

Mentors need to be:

- good role models
- friendly
- aware that issues might arise
- willing to pass any concerns



## General Information provided to potential Second Step Candidates

The Second Step Program has been designed to offer people recovering from heroin addictions or who have recently been released from detention an opportunity to be employed in a supported environment for a specific period (this is usually twelve months but can be offered for the equivalent on a part-time basis). Candidates must be associated with an appropriate partner program that can assist with counselling and other support that may be required to help them become work ready.

It is anticipated that the program will assist participants to:

- replace their previous lifestyle with a safer and more constructive one
- re-establish themselves within the working world
- develop strategies for coping with difficulties in daily life
- establish a lifestyle and work habit that will help avoid resuming previous self destructive behaviours
- move on to the next stage of their life with skills, experience and a solid reference for future employment

There is no guarantee for a permanent position at the end of the program but

participants will be provided with a good reference and be recommended for any suitable roles they apply for.

Not all candidates will be offered a position as quickly as they would like, this is because in order to take best advantage of this opportunity it is important to establish that participants really are ready to begin work. False starts are disappointing and it is best to ensure that individuals really are prepared to commit themselves to the program.

Part of the program includes taking time to attend to any other life issues and while this may delay the beginning of the actual employment period it is time well spent.

It is important to remember that employment is only one aspect of the candidate's life and successful outcomes depend on a combination of factors.

Being prepared for employment includes:

- having secure and appropriate accommodation
- establishing support networks
- attending to outstanding physical or mental health issues
- undergoing suitable or necessary training
- being aware of and making use of community resources that may benefit other aspects of life

Please consider above points as you begin the candidate process.

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# 5 General Information for other Organisations interested in establishing their own Program

## 5.1 Why should you implement such a Program?

Drug usage and recidivism are issues that have an impact on all of us either directly or indirectly. Thousands of tax dollars are spent on drug users through health care and income support and on the incarceration of repeat offenders.

The cost of crime on individual homes and families is measurable financially but the social and emotional impact is not so easily accounted.

Employment is a key feature in reducing the likelihood of re-using or re-offending.

By offering an employment opportunity to an individual who has dealt with their addiction or addressed the behaviours which lead them to commit crimes, your organisation is not only making a difference to that person's life, but also taking important steps to help address a community issue.

You are also quite likely to be employing someone whose loyalty and reliability become obvious benefits to your own organisation.

This is a significant but unexpected side effect that Toll has experienced through our own Second Step Program.

## 5.2 What do you need?

### 5.2.1 Positions

Genuine roles within your organisations that can be filled by the skills, abilities and experiences that the candidates already have – or are able to develop.

### 5.2.2 Approach

A firm belief that this kind of employment program will fit with your business and that the issues associated can be accommodated.

In fact, issues associated with this kind of program are rarely unique and have probably already been handled within your organisation. They include managing timeliness, absenteeism, attending appointments within working hours, needing to find rental accommodation and child care issues.



### 5.2.3 Partnerships

It is not reasonable to expect work places to provide drug counsellors, social workers, health care specialists and accommodation specialists. There are organisations who already have these experts, and who are already working with potential candidates. They can help you with managing timeliness, absenteeism, attending appointments within working hours, needing to find rental accommodation, child care and other issues. The organisations that Toll works with are only some of a wide range of program providers who in need of developing partnerships to provide employment opportunities with.

## 5.3 What will it cost?

### 5.3.1 Wages

At Toll our experience has been that the costs are little more than the salary and on costs – these costs are pre-existing.

### 5.3.2 Support

The agencies that provide the additional support, are already working with their clients and so do not require financial support from the supporting organisations. However, they are often not-for-profit who depend on fund raising.

### 5.3.3 Government Funding

Some candidates qualify for Federal funding to assist with some of their salary or training costs thus reducing their individual employment cost.

### 5.3.4 Coordination Role

There would be costs associated to the time required to coordinate the program within your organisation. This could well be encompassed within an existing HR position and would depend on the size of the program you engage with.

One position would require very little support once it was established but the impact of that one placement on the community is likely to be felt positively by many more than one person.

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### 5.3.5 Site Preparation and Mentors

The cost associated with actual site preparation is minimal. The candidates are unlikely to require any special set up costs other than drug testing expenses.

Normally functioning business units with good employee / management relationships are all that is required.

Before engaging with the Second Step Program considers the work environment from the following points of view:

- status of the site from a 'risk' point of view if there a known drug or theft problem
- availability of genuine, suitable positions
- accessibility (public transport and location)
- availability of mentor/s
- management support for the program
- understanding of the issues associated with 'supported employment'

Mentors are usually easily identified members of the work force.

## 5.4 Some Questions and Answers

### 5.4.1 How will you deal with all the associated problems?

You are probably already managing the very same problems with your current work force. The difference is those employees do not come with case workers to help you out!

### 5.4.2 How about Insurance?

WorkSafe and insurance issues are the same as for any employee.

### 5.4.3 What about the Drug Testing?

Saliva testing is recommended during the course of the employment as this gives an accurate 'present' result.

### 5.4.4 Is there a need to create a position within the organisation to supervise the program?

No, there is no need to establish a new position. It can easily be accommodated within existing HR or personnel roles.



## Appendix 1 - Partner Programs

### First Step

Provide heroin and other drug treatment, recovery, counselling, employment preparation and post placement support. They suggest candidates for the Second Step Program.



### Whitelion

Work with younger people who have had dealings with youth justice. They provide preparation for employment, counselling and post placement support. They suggest candidates for the Second Step Program.



### Melbourne Citymission

Work predominantly with women, pre and post release from prison. They provide preparation for employment, counselling and post placement support and suggest candidates for the Second Step Program.



### Prison Fellowship

Work predominantly with men, pre and post release from prison. They provide preparation for employment, counselling and post placement support, and suggest candidates for the Second Step Program.



### Doin' Time

A program within Port Philip Prison where young offenders participate in personal skills training and work readiness programs.



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*someone believes in you enough*

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**FACT**

The hardest part of drug rehabilitation isn't getting clean, it's staying clean. Often, recovering drug addicts relapse due to a lack of employment opportunities.

**FACT**

There is a 60% chance that a person released from prison will re-offend. If that person finds permanent, meaningful employment, that figure is reduced to 6%.

Toll Holdings' Second Step Program offers employment opportunities to those finding it difficult to obtain or retain suitable employment as a result of previous drug addiction or imprisonment.

Since 2001, the program has helped more than 140 people form positive relationships and establish meaningful work habits.

Not only is this valuable for the individual, but it's also been beneficial to Toll as an employer, with many 'Second Steppers' proving so valuable that they've been offered full-time employment at the conclusion of their 12-month program.

Given the ongoing success of Second Step, Toll would like to encourage other companies to adopt similar programs of their own.

For more information on how you can help someone step into a new life, email: [secondstep@tollgroup.com](mailto:secondstep@tollgroup.com) or visit: [www.tollgroup.com](http://www.tollgroup.com)

Paul Little, Managing Director Toll Holdings Limited

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