



救世軍 港澳軍區  
The Salvation Army  
Hong Kong and Macau Command



The Salvation Army  
**The Impact Study on “Work-based Model”  
on Employment Support Services  
for Underprivileged Youth**

by

The Assessment & Training Centre  
The Chinese University of Hong Kong

March, 2020



## Overview

- 1.1 The Salvation Army (TSA) has developed a job placement program (the “Program”) according to the work-based model that equips underprivileged youths with essential skills and mindsets through a one-week pre-placement workshop and places them on a three-month job. The Program is unique in providing the youths with a triad of a Job Master providing on-the-job mentoring, a Life Master providing life coaching, and a Case Worker overseeing the youths and liaising among all the different parties.

救世軍教育及發展中心（救世軍）依據以工作為本的模式推出了一項見習就業計劃，通過為期一周的見習前工作坊及為期三個月的見習工作，幫助弱勢青年學習他們所需的技能及心態。這項計劃的特點在於為青年提供來自三方面的支持：以公司資深職員作為師傅，為青年提供職業指導；生命導師，為青年提供人生指導和註冊社工，負責對青年的督導以及與各方面的溝通聯絡。


- 1.2 TSA commissioned The Chinese University of Hong Kong to evaluate the effectiveness of the Program. According to the spirit of social impact assessment, program effectiveness is being assessed not only at the personal level, indicated as the development of youths, but also at the organizational and community level. At the organizational level, the social impact is indicated by the growth of the Job Master and Colleagues supporting the youths on job placement. At the community level, the social impact is indicated by the growth of the Life Master and the Case Worker.

救世軍委託香港中文大學評估這項計劃的成效。根據社會影響評估的精神，這項計劃的成效評估不僅在個人層面進行，也會在組織及社區層面進行。在組織層面，社會影響主要表現為青年見習時的師傅及同事的改變；在社區層面，社會影響主要表現為生命導師及社工的改變。

- 1.3 Development of the youths is measured on four domains composed of intrapersonal growth, interpersonal growth, attitudes towards work and career, and employment status after completing the program. Development of the Job Masters, Colleagues, Life Masters and Case Workers is measured by four domains including perceived contribution to the development of the youth, perceptions towards underprivileged youth, personal growth, and satisfaction towards the Program.

青年自身的發展會以四方面衡量：個人成長、人際關係發展、對工作及職業的態度，以及計劃完成後的就業狀況。師傅，同事，生命導師及社工的發展也以四個方面來衡量，包括他們所感到對青年發展的貢獻、對弱勢青年的看法、個人成長、以及對此計劃的滿意度。

- 1.4 Both qualitative focus group data and quantitative survey data are collected to measure social impact of the program. A total of 116 participants, including the youth participants, Job Masters, Life Masters and Case Workers, participated in the focus group study. A total of 66 youths in 5 different batches participated in the Program. A total of 9 Case Workers, 45 Life Masters, 51 Job Masters and 110 Colleagues were also involved in the program providing support and feedback in evaluating the learning of the youth throughout the program. In addition, a separate group of 60



youths who did not join the Program also participated as a control group in the survey study. The profiles between the Program Participants and control group participants were largely similar except that all control group participants have participated in the Youth Employment and Training Programme whereas only about 40% of the Program participants have participated in similar programs. In order to measure any changes, the surveys are administered at two time points: before and after the Program. Employment status of the youths was measured three months after the youths has completed the program.

計劃所帶來的社會影響通過焦點小組數據及問卷調查數據來衡量。共有116名參加者（包括青年人、師傅、生命導師和社工）參與了焦點小組研究。總共5期的66位青年人參與了計劃。9名社工、45名生命導師、51名師傅及110名同事參與計劃，並為青年在計劃中的學習評估提供支援及意見。此外，60名沒有參加這項計劃的青年也作為對照組參加了調查研究。對照組中的青年與計劃參與者的背景大致相似；可是，對照組中的所有青年都曾參與過「展翅青見計劃」，而計劃參與組中的青年只有大約40%參與過類似計劃。為了衡量計劃所帶來的變化，調查在「計劃前」及「計劃後」兩個時間點進行。青年就業狀況的測量則在他們完成這項計劃的三個月後進行。

- 1.5 Data on Program impact on the youths in the survey study are collected from the youth himself/herself as self-report data and also from Job Master, Colleague, Life Master and Case Worker as observer-report data in order to capture changes in the youths from various perspectives.

在問卷調查中，計劃對青年人的影響既通過青年的自我報告來進行評估，也通過他人（師傅、同事、生命導師、社工）的觀察報告來進行評估，以便從不同角度衡量青年身上所產生的變化。

## Program Impact on the Youth

### 計劃對青年的影響

- 1.6 Results on employment status show that the youths who participated in the Program tended to be more likely to be employed full-time (63%), significantly more likely to be employed full-or-part time (93%), and significantly more likely to be working more than 40 hours per week (63%) than the control group respondents (48%, 77%, 39%, respectively). During the past 6 months prior to the survey, Program participants were statistically significantly employed in more jobs (1.63 jobs) but the longest job lasted shorter (5.11 months) than the control group respondents (1.18 jobs & 6.51 months). Employment results clearly show that the Program was effective in bringing these underprivileged youths successfully into the workforce.

就業狀況結果顯示，相比對照組而言，參加過計劃的青年往往更可能找到全職工作（63%，對照組為48%），明顯更可能找到全職或兼職工作（93%，對照組為77%），每周工作超過40小時的可能性也明顯更高（63%，對照組為39%）。在調查前的六個月，計劃參與者所從事的工作數量（1.63份工作）顯著多於對照組（1.18份工作），但最長的工作持續的時間（5.11個月）較對照組而言比較短（6.51個月）。就業狀況結果清楚地表明，這項計劃有效地使這些弱勢青年進入就業市場。

- 1.7 In line with the employment status results, survey results considering both self-report and observer report data show that there is a clear pattern that the Program enhanced attitudes toward work and career of the youths. Youths in focus groups also reported that after going through the Program, they became more motivated and engaged at work, more aware of the importance of life planning, and became more eager in career exploration.

與就業狀況結果相吻合的是，青年人自我報告和他人觀察報告都顯示這項計劃改善了這些青年人對工作和職業的態度。參與焦點小組的青年人還表示，參加這項計劃後，他們在工作中變得更有動力，更加投入和更意識到人生規劃的重要性，並且更加渴望進行職業探索。

- 1.8 In regards to the interpersonal development aspect, the youths became significantly less avoidant and were more eager to approach other people and novel situations. The youths also showed significant improvements in social etiquette, such as smiling more frequently, being prompt and remembering people's names. Youths in focus groups also reported that the Program enhanced their communication skills and social etiquette, social integration and ameliorated their avoidance, family support, social network and friendship, and emotional management.

在人際發展方面，這些青年人明顯變得不那麼迴避了，更加希望去接近其他人以及接觸新的環境。他們在社交禮儀方面也有顯著改善，例如更頻繁地微笑、準時、記住其他人的名字。焦點小組中的青年人還表示，這項計劃改善了他們的溝通技巧和社交禮儀，促進了他們的社會融合，減輕了他們迴避的傾向，改善了他們的家庭支持、社交網絡、友誼以及情緒管理。

- 1.9 Regarding the intrapersonal development aspect, youths self-report survey results show that the youths decreased in psychological health. One possible explanation is that the working environment could be unfamiliar and challenging to the youths and has created pressure and stress that the youths have yet to get used to, which undermined their psychological health in the short-term. However, some youths in focus groups reported improvement in psychological health. Youths in focus groups also reported that the Program enhanced their problem solving and decision making, divergent thinking, self-awareness, stress coping, self-esteem and self-efficacy, goal setting, physical health, and time management.

在個人成長方面，青年人的自我報告顯示他們的心理健康水平有所降低。一種可能的解釋是，工作環境對於這些青年人來說可能是陌生的、有挑戰性的，從而給青年帶來了他們尚未適應的壓力，因此在短期內降低了他們的心理健康。然而，焦點小組中也有一些青年人認為他們的心理健康狀況有所改善。焦點小組的青年還表示，這項計劃提高了他們解決問題和決策的能力，增強了他們的擴散性思考、自我覺察、應對壓力的能力、自尊和自我效能、目標設置的能力，改善了他們的身體健康和時間管理。


- 1.10 The employment status, survey, and focus group results clearly show that the Program was effective in enhancing the youths' attitudes towards work and career and positively affected their employment status. Additionally, the youths evidently became less avoidant after the Program.

就業狀況、問卷調查和焦點小組的結果清楚地表明，這項計劃有效地改善了青年人對於工作和職業的態度，並對他們的就業狀況產生了積極的影響。此外，這些青年在參與這項計劃後明顯變得不那麼迴避。

## Program Impact on the Youth with Special Education Needs

### 計劃對有特殊教育需要的青年的影響

- 1.11 Twelve of the 60 youth participants in the Work-based Model program were diagnosed with special education needs (SEN). While self-report and other-report evaluations of youths with and without SEN were largely the same, Life Masters observed that these youths were becoming worse in time management, and Job Masters reported that these youths were becoming worse in general self-efficacy and career decision efficacy. Youths with SEN were also less likely to be employed full time (33%) than those without SEN (69%). Youths with SEN also earned significantly less (\$5350) and their longest full time job lasted marginally shorter (3.0 months) than those without SEN (\$7478, 5.5 months).



在這項以工作為本的計劃中，60名青年參與者裡有12人被診斷出有特殊教育需要(SEN)。有SEN和無SEN的青年在自我報告和他人報告中得到的評價大致相同。可是，生命導師觀察到有SEN的青年人會在時間管理上變差，而師傅觀察到有SEN的青年人會在整體自我效能感和職業決策的效能上變差。相比起無SEN的青年人而言，有SEN的青年人找到全職工作的可能性更低（有SEN：33%；無SEN：69%）。此外，有SEN的青年人的收入（\$5350）明顯比無SEN的青年人（\$7478）更少，並且他們持續時間最長的一份工作（3.0個月）也比無SEN的青年人（5.5個月）更短。

## Program Impact at the Organizational level

### 計劃在組織層面的影響

- 1.12 Program impact at the organization level was measured by changes in the Job Masters and Colleagues. Regarding the perceived contribution to the development of the youths, the majority of Job Masters reported in the survey feeling efficacious in counselling the youths' career.

這項計劃在組織層面的影響是通過師傅及同事的變化來衡量。在感到對青年發展的貢獻方面，大部分的師傅都在問卷中表示，他們感到自己對青年人的職業輔導是有效的。

- 1.13 Regarding perceptions towards underprivileged youth, survey results show that the Program significantly enhanced Job Masters' understanding of youth life planning. Majority of the Job Master and Colleague respondents also reported on the survey that they understood the need for youth support, they communicated well with the youths, and they understood the youths.

在對弱勢青年的看法方面，問卷調查結果顯示，這項計劃顯著增強了師傅對青年人人生規劃的理解。大部分師傅和同事亦表示，他們明白青年需要支援，與青年溝通良好，並認為他們是理解青年的。

- 1.14 Regarding personal growth, a strong majority of Job Master and Colleague respondents reported on the survey that they were being self-aware, patient, and encouraging. In the focus groups, Job Masters have also noted improvements in their management skills and the attempt of their organization in making change.

在個人成長方面，絕大多數的師傅和同事都在問卷中表示他們做到了自我覺察、有耐心以及鼓勵他人。在焦點小組中，師傅還提到他們在管理技巧上有所提高，以及留意到他們的組織正在試圖做出改變。

- 1.15 Regarding satisfaction with participating in the Program, a majority to a strong majority of the Job Master and Colleague respondents reported on the survey feeling appreciated by the youths. However, only less than half of Job Master and Colleague respondents reported feeling close to the youths and enjoying being mentors. The Colleagues actually reported a significant decrease in feeling close to the youths as found in the survey data before and after the Program.

在對計劃的滿意度方面，大多數的師傅和同事都在問卷中表示他們感受到來自青年人的感激。然而，只有不到一半的師傅和同事認為他們與青年人很親近、並且享受當導師的感覺。事實上，與計劃前的調查數據相比，同事們在計劃後的調查中表現出的與青年人的親近感有顯著的下降。

- 1.16 In summary, the survey data and focus group data clearly show that the Program was impactful in creating social impact at the organization level, especially in enhancing perceptions towards the underprivileged youth and support for the Work-based model Program.


綜上所述，問卷調查和焦點小組的數據都清晰表明這項計劃在組織層面帶來了社會影響，尤其是改善了對弱勢青年的看法、以及增強了對這項以工作為本的計劃的支持。

## Program Impact at the Community Level

### 計劃在社區層面的影響

- 1.17 Program impact at the community level was measured by changes on Life Masters and Case Worker. Regarding perceived contribution to the development of the youth, Life Masters reported on the survey a slight but statistically significant decrement in efficacy in counselling youth career over time; yet, almost all Life Masters agreed that they were capable of counselling the youths' career. On the surveys, most of the Life Masters and Case Workers reported feeling efficacious in mentoring the youths but only slightly more than half of the Life Masters reported feeling efficacious helping the youth to expand their social circle.

計劃在社區層面的影響是通過生命導師及社工的變化來衡量的。問卷調查顯示，在他們所感到對青年發展的貢獻方面，生命導師在指導青年職業方面的效能感有顯著但輕微的下降。然而，幾乎所有的生命導師都同意他們是有能力對青年人的職業作出指導的。在問卷中，大多數生命導師和社工認為他們在指導青年人方面是有效的，但只有稍過一半的生命導師感到他們有效幫助青年人擴大了社交圈。

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- 1.18 Regarding perceptions towards the youth, most of the Life Masters and Case Workers reported understanding the importance of youth life planning. Life Masters significantly improved in their understanding of the need for youth support over time with almost all Case Workers agreeing. As found on the survey data, both Life Masters and Case Workers significantly improved in communicating with the youth and a strong majority of Life Masters and all Case Workers reported that they communicated well with the youths. Life Masters also significantly improved in the understanding of the youths, as a strong majority indicating they understood the youths. A majority of Life Masters and Case Workers indicated interacting well and liking to work with the youths.

關於對青年人的看法，大多數生命導師和社工都表示他們明白人生規劃對青年人的重要性。完成計劃之後，生命導師明顯更能理解到社會需要對青年人多點支持，並且幾乎所有的社工都同意需要對青年人作出支持。問卷數據顯示，生命導師和社工在與青年人的溝通上都有顯著的改善，並且絕大多數的生命導師和社工都表示他們與青年人的溝通良好。生命導師在理解青年人方面也有顯著的提高，他們之中的絕大多數都表示能夠理解青年人。大多數的生命導師和社工都表示他們與青年人有良好的互動、喜歡和青年人一起工作。

- 1.19 Regarding personal growth, almost all Life Masters indicated on the survey having gained self-awareness, patience, and being encouraging when interacting with the youth. In the focus groups, some Life Masters also reported learning better management skills and better interpersonal skills. These aspects were not measured for Case Workers. However, Case Workers also noted in the focus groups learning other aspects, such as having more exposure after working with many different companies and with many different stakeholders, being more flexible and thinking more independently and being more efficient in handling urgent tasks.

關於個人成長，調查顯示，幾乎所有的生命導師在跟青年人互動時都變得能有自我覺察、有耐心，及能夠鼓勵他人。在焦點小組中，一些生命導師還表示他們學到了更好的管理技巧和人際交往技巧。社工的這些方面沒有被測量。不過，在焦點小組中，社工提到有其它方面的得益，例如得到了更多的經驗與不同公司及持份者溝通、能夠更加靈活及獨立地思考、在處理緊急任務時更加高效。

- 1.20 In summary, the survey data and focus group data clearly show that the Program was impactful in creating social impact at the community level especially, in enhancing perceptions towards the underprivileged youth and support for the Work-based model Program.

綜上所述，問卷調查和焦點小組的數據都清晰表明這項計劃在社區層面帶來了社會影響，尤其是改善了對弱勢青年的看法、以及增強了對這項以工作為本的計劃的支援。



## Merits of the Work-based Model Program

### 以工作為本的計劃的優點

- 1.21 A majority to a strong majority of the Job Masters, Colleagues and Life Masters reported on the survey receiving good support from the Case Worker, and praised the support from TSA in offering a useful pre-placement workshop. Respondents in focus groups stated that Case Workers provided crucial communication updating everyone involved. Case Workers were very responsive to questions from different stakeholders. Case Workers also went out of their way to help the youths prepare for the job.

大部分至絕大部分的師傅、同事及生命導師都在問卷中表示他們得到了社工的良好支持，並且讚揚救世軍在舉辦見習前工作坊方面的支持。焦點小組的受訪者表示，社工在這項計劃中提供了非常關鍵的溝通，讓每個計劃參與者都能了解最新的進展。此外，社工也很積極回應來自不同持份者的問題，並且不遺餘力地幫助青年人為工作做準備。

- 1.22 A strong majority of Job Masters and Life Masters endorsed the work-based model Program on the survey. In general, they stated in the focus groups that the Program has continuously been improving and the Program should be continued.

在問卷調查中，絕大多數的師傅及生命導師都對該項以工作為本的計劃表示認同。在焦點小組中，他們整體上認為這項計劃一直在不斷改進，並且認為這項計劃應該繼續舉辦下去。

- 1.23 In the focus groups, different stakeholders recognized that the Program is more than just getting the youth a job but also developing the youth through work. The Program provides a very supportive environment for the youth to develop. The uniqueness of the Program is the triad of Case Worker, Job Master, and Life Master providing comprehensive support to the youth. Different stakeholders helping in the program could also be benefited.

在焦點小組中，不同持份者都意識到這個計劃不僅是為青年安排工作，而且更可幫助青年從工作中得到發展。它為青年人提供了一個充滿支持的環境，讓他們成長。這項計劃的獨特之處在於它為青年人提供三方面的支持：社工、師傅以及生命導師。在計劃中提供幫助的不同持份者也可從計劃中獲益。

## Areas of Improvement

### 改善空間

- 1.24 The work-based model Program is a mature Program which is now in its 7<sup>th</sup> year running. It is evidently successful in developing underprivileged youths through workshops, multi-party mentoring and real work experience. After the Program is completed, a sizable proportion of the youths are able to remain employed, who might not have been able to secure a job in the first place. There are, however, room for further improvement to make the Program even more impactful. The following comments are suggestions for improvements as gathered in the focus group study.

這項以工作為本的計劃現已進行到第七年，是一個非常成熟的計劃。通過工作坊、多方輔導及實際工作經驗，這項計劃明顯成功促進了弱勢青年的發展。計劃完成後，相當一部分青年能夠持續就業，而這些青年在參加計劃之前可能無法持續地工作。然而，這項計劃仍有進一步改進的空間，以讓它變得更有效力。以下是在焦點小組中收集到的改進建議。

- 1.25 Insufficient involvement of some Life Masters. Life Masters serve a critical role providing mentoring to the youths outside their work life. Having such a critical role also means a high demand of their time and effort, but it appears that there could be mismatched expectations when Life Masters new to the role are not clear of their roles and responsibilities. Sometimes Life Masters could be too busy. Even if Life Masters want to help, they may need further support and training. It appears that the timing when Life Masters are introduced into the intervention needs to be reconsidered.

部分生命導師參與度不足：生命導師在為青年人提供工作外的指導方面擔任着至關重要的角色。如此關鍵的角色也意味着他們需要投入大量的時間和精力；如果新加入的生命導師不清楚他們的角色和任務，那麼他們的期望可能會與他們的角色和任務不匹配。有時候生命導師可能太忙碌。即使生命導師希望提供幫助，他們可能也需要更多的支援和培訓。在計劃中引入生命導師的時機可能需要被重新考量。

- 1.26 Insufficient recognition of the Program. Although the Program has been developing very good word-of-mouth, apparently these good words have not been spreading wide enough and the Program does not seem to be very well-known. The lack of sufficient exposure undermines recruitment of organizations willing to offer job placements and recruitment for the youths to participate in the program. One of the key concerns of the youths is also having limited job placement opportunities. Even if people know about this Program, different stakeholders may not have a very clear understanding how this Program could benefit them.

計劃知名度不足：雖然這項計劃已經建立了非常好的口碑，這些口碑卻顯然沒有被廣泛傳播開來，以致這項計劃的知名度依然偏低。這加大了計劃招募的難度，包括招募提供工作崗位的組織以及招募參加計劃的青年人。對青年人而言，他們最關鍵的考慮之一也是工作機會有限。即使人們知道這個計劃，不同持份者可能也不清楚這個計劃會為他們帶來甚麼好處。

- 1.27 **Insufficient information of the youths revealed to Life/Job Masters.** Life/Job Masters reckoned that they did not know the background of the youths well enough to provide them the most appropriate help. Sometimes this critical information is only revealed late in the process. Some suggested using psychological assessment to get a full picture of the youth that could help with their mentoring.

生命導師／師傅掌握的青年資料不足：生命導師／師傅認為他們對青年人的背景了解不足，以致無法為這些青年提供最適當的幫助。有時，他們只能在計劃的後期了解到這些關鍵的資料。部分受訪者建議使用心理評估來增進對青年人的全面了解，以便為他們提供更適當的指導。

- 1.28 **Lukewarm relationship between youths and Life/Job Masters and Colleagues.** What stood out in the survey results was the low endorsement of “feeling close to the youth” among Life Masters, Job Masters and Colleagues. The proportion of Job Masters who enjoyed being mentors was also not high. Frictions could arise at work, undermining relationships with Job Masters and Colleagues; infrequent interaction with Life Masters may also make it difficult to build close relationships. While the majority of Life Masters, Job Masters and Colleagues still felt appreciated, the lukewarm relationship with the youth could be one potential concern.

青年人和生命導師／師傅／同事之間的關係冷淡：調查結果中引人注目的是，生命導師、師傅和同事對於「和青年人感到親近」的同意程度較低。同時，喜歡當導師的師傅的比例也不高。在工作中產生的摩擦可能會損害青年人和師傅／同事的關係；而青年人和生命導師之間的交流不頻繁也可能使他們較難建立親近的關係。儘管大部分的生命導師、師傅及同事依然感覺受到青年人對他們心存感激，但他們與青年人之間冷淡的關係可能會成為一個潛在的問題。

- 1.29 **Renewing content and form of pre-placement workshop.** While the pre-placement workshop has been useful and critical to all parties involved, for veteran Life/Job Masters some of these content and form may become old over time. Some new elements may need to be included in the pre-placement workshops, e.g., basic self-management skills, self-understanding and resilience for the youths and empathy for Life Masters. The format of the workshop could include other experiences like outdoor activities that may not even be work related in order to broaden the horizon of the youths. These outdoor activities could be jointly attended by Life Masters as a bonding experience with the youths. Job Masters, if possible, should also attend these workshops.

更新見習前工作坊的內容及形式：儘管見習前工作坊對所有相關方都很有用、也很關鍵，但對於經驗豐富的生命導師和師傅來說，其中一些內容和形式可能會過時。工作坊中可能需要加入一些新元素，例如，對青年人而言，可加入基本的自我管理技巧、自我認識、韌性；對生命導師而言，可加入同理心。工作坊亦可以引進其它形式，例如戶外活動。這些活動甚至可能不需要與工作有關，但可以更擴闊青年人的視野。生命導師可以一同參加這些戶外活動，以便他們與青年人建立關係。如果可能的話，師傅也可以參加這些工作坊。

- 1.30 **Understanding what the youths need.** While the program provided a very structured training for the youths, some Case Workers questioned if there is also a need to understand what the youths want from the program.

了解青年人的需要：這項計劃為青年人提供了一套非常系統的培訓；然而，一些社工提出是否也有需要了解青年人想從這項計劃中得到甚麼。

- 1.31 **Case Worker overwhelmed, under-performing, over-zealous and under-appreciated.** Being the linking pin among the youth, Job Masters and Life Masters, Case Workers could be overwhelmed, and while also having to take care of clients in other projects, could undermine their responsiveness to some of the stakeholders. Some Case Workers could be very eager but are perceived as over-zealous in interfering with the operations of the job placement organization. With too much workload, some Case Workers reported feeling under-appreciated of what they have done.

社工壓力過大、表現未如期望、過分進取，及得不到賞識：作為青年、師傅及生命導師之間的聯結紐帶，社工可能會壓力過大。他們還需要照顧其它計劃中的服務對象，因此可能會減少他們對一些持份者的回應。有些社工可能會非常熱心，但卻被認為過分進取以至於干涉了提供工作崗位的組織的運作。在工作量太大的情況下，一些社工認為他們所做的工作沒有得到應有的賞識。

- 1.32 **Doubts on program objectives.** Some questioned the assumption of the work-based model program that success is defined as holding onto a job for a long time, which may no longer always be true, nowadays. Having a singular outcome as a success indicator may also limit, or even ignore, considering and developing the youths in other aspects. The Program has been running for some years and could be revamped to benefit the youths and other people more. Some wondered if these “hardship” working experiences are what the underprivileged youths really need to help them grow and if the Program is expecting too much from these youths. Some did value the Program but questioned that it is taking up too much resources. If the Program only aims at getting the youths a job, the Program does not need to have Job Masters, Life Masters and all that. The training provided to organizations are very useful to suggest that TSA should charge money for it instead of offering them for free.

對計劃目的的質疑：這項以工作為本的計劃把成功定義為長時間持續一份工作，但有些人質疑這假設可能不再合時。把單一的結果作為成功的指標可能限制了，或甚至忽視和考慮青年人在其它方面的發展。這項計劃已經進行了幾年，可以改進，以使青年和其他人從中得到更多益處。有些人質疑這些「艱苦」的工作是否就是青年人所需的幫助以至讓他們成長，以及這項計劃是否對這些青年人期望過高。一些人非常重視這項計劃，但懷疑它是否佔用了過多的資源。假如這項計劃的目的只是讓青年人找到一份工作，那麼它就不需要由師傅、生命導師等等。計劃為機構提供的培訓其實非常有用，有人建議救世軍應該為此收費，而不是免費提供。

## Suggestions for consideration

### 可參考的建議

- 1.33 **Sharing sessions among current and potential Life Masters and Job Masters.** Life/Job Masters who have served in the Program would have gained valuable experience to share with new and potential Life/Job Masters to help them clearly understand better their roles and responsibilities, to learn the tacit knowledge essential to their roles that could hardly be taught in workshops. These sharing sessions shall be helpful to veteran Life/Job Masters as well as a platform to share good practices and to build network and mutual support.

現任及未來生命導師／師傅分享會：參與過計劃的生命導師及師傅可將其經驗分享給新的、潛在的生命導師和師傅，幫助他們更容易理解他們的角色和任務，學習在工作坊中難以傳授、但對於這份工作卻很重要的隱性知識。這些分享會對經驗豐富的生命導師及師傅也是有益的，可為他們提供一個平台，讓他們分享良好的工作經驗、建立網絡和相互支持。

- 1.34 **Building relationship between the youth and the Life/Job Master.** In order to facilitate the Life/Job Master to understand the youths better, and to build and maintain the relationship between Life/Job Master with the youths, some suggested having more interactions before, during and after the Program. While not creating more time demands, interactions “before” the Program could take place in the pre-placement workshop as non-classroom activities like a field-trip that provide a more leisure environment for them to get to know each other. A thank-you meal gathering after the program is completed could also be an occasion to celebrate and sustain the relationship.

建立青年人與生命導師／師傅之間的關係：為了讓生命導師／師傅更好地了解青年人、建立和維持生命導師／師傅與青年之間的關係，有人建議在計劃的前、中、後時期讓他們進行更多的互動。這不會佔用更多的時間，例如，「計劃前」的互動可以在工作坊中作為非課堂活動進行（如實地考察旅行），讓大家得以在更休閒的環境中認識彼此。計劃完成後的感謝宴也可用來作為慶祝和維持這段關係的一個機會。

- 1.35 **Promoting self-understanding of the youth.** In conjunction with understanding how the youths are like and what the youths need from the perspective of Life/Job Masters and Case Workers, the youths need to have a good understanding of themselves to map out their life and career goals. As also incorporated in other youth employment assistance programs, psychological assessment on personality, strengths or career interest could help all parties develop a more systematic understanding of the youths.

促進青年人的自我認識：除了從生命導師、師傅及社工的角度去理解青年的特徵及需求以外，青年自身也需要對自我有清晰的認識，從而規劃他們的人生及職業目標。正如其它青年就業援助計劃中所採用的，對於性格、強項和職業興趣的心理評估可幫助各方建立對青年人更有系統的認識。

- 1.36 **Reviewing the workload of Case Workers.** Case Workers reported being overwhelmed and that this Program has been very demanding. Some suggested that this Program requires dedicated staff to manage its operation instead of having to take care of other case works at the same time. Some consideration may be needed to review if this Program imposes disproportionately heavy workload onto Case Workers.

審視社工的工作量：社工反映他們壓力過大，及認為這項計劃對他們的要求過高。有人建議這項計劃應該由專門的工作人員、而不該由兼顧數個計劃的社工來管理。如果這項計劃確實給社工帶來了不成比例的過高工作量，那麼可能需要對此進行一些審議。

- 1.37 **Enhancing support to youths with SEN.** Youths with SEN were not performing as well as youths without SEN as we noted in their employment status. Different stakeholders have also noted that youths with SEN have difficulties with time management, self-efficacy and career decision efficacy. More efforts are needed to support youths with SEN. For example, some more trainings and understanding should be introduced to Life masters, Job masters and even Case Workers, to equip them in helping those youths with SEN.

增加對有特殊教育需要的年輕人的支援：正如就業狀況中的數據反映，有特殊教育需要(SEN)的青年表現不如無SEN的青年。不同人士也指出，有SEN的青年在時間管理，自我效能感和職業決策方面存在困難。計劃需要增加對有SEN的青年的支援。例如，提供額外的培訓讓生命導師、師傅、以至社工對有SEN的青年得到更多的理解和幫助。

- 1.38 **Better promotion of the program.** While it is easier said than done, continuous promotion of the program is still needed to expand the base of the job placement organizations and the pool of youth participants. Some suggested more widespread use of social media and sharing of successful cases. Some dedicated marketing campaign to create more recognition of the Program may actual help operations of the Program in addition to creating a good brand image for TSA. Sharing from the youths that graduated from the Program could perhaps help promote the Program and also provide potential participants and Life/Job Masters a clearer understanding of the objectives of the Program. Promotion of the program needs to be done not only externally but internally. Various doubts on the objectives of the Program were raised by Case Workers that they did not seem to endorse or had mistaken the objectives of the Program. A clear dialogue in communicating the philosophy of the work-based model is called for.

加強計劃推廣：雖然話說容易，這項計劃仍然需要持續宣傳及推廣，以吸引更多提供工作崗位的組織及更多青年人前來參與。有人建議更廣泛地使用社交媒體，分享成功案例。一些專門的市場營銷活動可提升計劃的知名度、幫助計劃的營運，同時也可為救世軍打造良好的品牌形象。曾參與過計劃的青年人的分享可能有助於推廣計劃、吸引更多潛在參加者，也可幫助生命導師和師傅更清晰地了解計劃的目的。計劃的推廣不僅要在外部進行，也要在內部進行。社工對這項計劃的目的表示出各種質疑，由此可見他們似乎並不認可、或誤解了這項計劃的目標，需要進行一個關於工作為本模式理念的清晰對話。