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Leu saw the resettlement service system as built fundamentally around short-term job replacement success in government-funded resettlement programs. The program is that the incentives from the government were so front-loaded. Indeed, the effectiveness of the Lutheran Service and the other “volags” was specifically assessed on the basis of how many of their clients were placed in jobs by the time they’d been in the US eight months and how many held those jobs at least 90 days. Therefore, without any incentive to provide special services for people who are well-educated and had held professional positions before coming to the US, the volags steered them toward the same factory jobs to which they directed the unskilled. Moreover, the government’s responsibility might not extend beyond basic levels of assistance.

There was the same problem in private sector. Although firms paid their placement staff a salary, rather than paying them on a commission or per-placement basis, there were, nonetheless, strong incentives for the staff to place as many individuals as possible as quickly as possible, and little incentive to spend time preparing a candidate for a job search whether

through improving a resume or practicing interview techniques.

Thus, mainly there were two big issues: 1) the government's responsibility might not extend beyond basic levels of assistance and 2) placement staff cares about only the number of placement in first 8 months, not if refugees or immigrants got a suitable job for their professional skills.

Therefore, Leu decided to help refugees and immigrants who had earned at least a Bachelor's degree and had held a professional position in their country of origin to move up from unskilled to skilled positions.

The outstanding thing she came up with was focusing on not only the supply side but also the demand side, and stimulating demand. She conducted workshops for employers which emphasized both the social and economic value of a workforce diversified through the presence of immigrants. She also gave job-seekers guidance on how to interview. She earned money from the workshops, in other words, from the demand side.

However, she should have done it through more coordination with governments or other nonprofits. Just as she herself said, the numbers coming to the US are unpredictable. And this problem cannot be solved by her organization alone.

When it comes to public problems which are embedded in a complex system of diverse, interconnected parts such as AIDS or poverty, many individuals, groups, and organizations have some stake in the problem, but

no one of them has enough power to resolve it alone (Crosby & Bryson 2005, p.33). Since leaders cannot rely on hierarchic bureaucratic models to bring about needed change, they must increasingly focus on building and altering shared-power arrangements within and among organizations (Crosby & Bryson 2005, p.33).

Government needs close, active and effective partnership with nongovernmental partners to accomplish its purposes (Kettl 2002, p.24). Government needs to be networked with private firms and nonprofits to accomplish public goals and deliver services. These networks free companies to concentrate on their core mission and exploit the expertise of “best of breed” providers (Goldsmith & Eggers 2003, p.29).

Her organization is specialized to 1) helps job-seekers to move up from unskilled to skilled positions including giving them guidance on how to interview and 2) conducts workshops for employers to stimulate demand based on coordination with governments and networks with private firms and nonprofits.

References

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