**Consultation Disability Employment Support Model**

**Community Bridging Services (CBS) Inc. Dec 2021**

1. **Who should be able to access a disability employment support program?**

* All People With a Disability (PWD) who want to work and need support to find and keep a job.
* All people with socioeconomic disadvantage, who need support to find and keep a job, where the mainstream system is lacking the support they require.
* Prioritise employment for PWD with increased barriers, who are likely to be NDIS recipients, by reducing the minimum benchmark hours to 4 hrs per week rather than the current 8 hrs per week benchmark.

**1.2. Should a future disability employment support program include employment**

**pathways such as casual and part-time employment, community**

**engagement, voluntary work and short-term unpaid work experience?**

* The outcome we should be aiming for is award or above award wage employment and meeting each individual’s career goals. Voluntary work or short-term unpaid work are culturally valued activities that build capacity and experience and can lead to employment. This has economic value as measured in past via the ABS census.
* Include all experiences that increase the potential to lead to employment as permissible breaks.

**1.3. How can a future disability employment program better align with other programs such as the New Employment Services Model and the Community Development?**

**Program?**

* Online servicing is not a useful method to support PWD to employment. It will be ineffective if implemented in the new employment services as well. This is based on evidence available through the recent SBS program LOST FOR WORDS, where 7 million Australians or 27% have literacy levels below a standard where they can follow a recipe, or a detailed shopping list. Many of our participants in DES, do not have the literacy levels to cope, computer skills and access to a computer. This is therefore delaying access to employment and further increasing the cost of employment support to the Australian Government.
* For long term unsuccessful participants in the new Employment Services, recipients should have the option to transfer to a specialist DES service.

**1.4. What is the role of the National Disability Insurance Scheme in supporting employment pathways, and how can this complement a future disability?**

* There are several currently available effective NDIS supports that improve care and employment outcomes for PWD. The key program that we have found effective is School Leaver Employment Supports (SLES). SLES is an individualised capacity building support funded over two years that uses the key areas of work experience, work knowledge, short term unpaid work, social skills, teamwork and employment. When it is implemented well, it is highly individualised, flexible and located in city/ town centres around other workers without a disability.
* SLES does not work well when based in an ADE as it places a limit on the growth of the participant and job options considered. SLES located in an ADE should not be funded by the NDIA.
* At times, often due to limited understanding of employment opportunities, families of PWD can place limits on the aspirations of their sons/ daughters. The NDIS provides opportunities via (Information, Linkages & Capacity Building (ILC) grants to further develop the capacity of families to Aim Higher.
* The NDIS can be used to develop self-employment e.g., micro enterprises that provide increased flexibility around the strengths of people with higher support needs. This can include NDIS working in conjunction with DES to provide opportunities.
* Dual servicing between the NDIS, ADEs and DES should be further promoted and used. In our experience, ADEs seem to dislike dual servicing.

**2.1. How can the assessment process be improved to connect people with disability to the right employment services?**

* Currently, there are DES services, using DES funding to provide individualised on-the-job support when learning the job and while the participant is in on-going support. We are one of these DES services. This enables us to work effectively to achieve better job outcomes for participants who have higher support needs, an intellectual disability (ID), Acquired Brain Injury (ABI) and on the autism spectrum with an ID.
* Too many other DES services have unfortunately moved to a more financial equity focused model, that don’t provide on the-job-support and only provide minimal on-going support. It is important that the referral process considers this very significant point of difference.
* The new DES should ensure that with those services providing a focus on the developmental model, individualised, flexible support and on the-job-support are encouraged and prioritised into the future. If this does not occur, DES will be monopolised by those using a more financial equity-based model of chasing or rotating the same type of more independent participants. This is not what DES should be.
* The Job Capacity Assessor’s (JCA) role should be expanded to be more specialist and include a support coordination focus, holistic approach based on strengths and interests. It’s too overly focussed on the barriers to work rather than opportunities.
* Better pathways between NDIS planning, assessment review and DES.
* For participants in DES and the NDIS, NDIS LACs and Plan Managers need access to a participant’s job plan so they can work their employment goals into the NDIS plan. This then should enable each NDIS recipient to have the job plan available to the JCA who has been agreed upon by the participant.
* More sharing and collaboration should occur between LAC/ NDIA and the JCA.

**2.2. What should be considered during the assessment process when determining support required to help a person reach their work potential?**

* Spend more time on work related aspects of the whole person including aspirations and motivations, rather than mainly focussing on barriers.
* Acknowledge use of past work experiences (paid and unpaid). The area from our experience that needs improving is that school leavers with a disability are insufficiently prepared while at school. As such, they have tended to be bundled up and put into ADEs for work experience where they usually stay for the rest of their working life. This is supported by NDIS data, stating that less than 1% of those who enter an ADE ever leave. Schools are not providing enough career development, planning, record keeping and need to set higher career expectations. In all our 25 years in working with participants with a disability in DES or related programs, e.g., Personal Support Programme (PSP), NDIS, Jobnet, CDP- it is rare to come across career evidence from a school leaver with a disability. Schools are letting PWD down.
* With appropriate planning, assessments and support, including workplace modifications, most people with a disability can work in open or self-employment.

**2.3. How can the assessment process stream an individual with disability toward the right type of employment support, depending on need and goal?**

* For anyone in the NDIS, there should be a greater link between the Job Capacity Assessor (JCA), the LAC and Plan Manager.
* The NDIA has developed a non-transparent, very closed, bureaucratic culture. We do not understand why. The face of the NDIS appears to be almost ‘cyber’ like and faceless. This needs to change to ensure improved transparency, cross-department and service planning and collaboration, improving career development and job outcomes for PWD in the NDIS.
* The NDIS could learn from DES and have a Contracts Manager for providers. We spend far too much wasted time trying to contact ‘cyber staff’ in the NDIA.
* JCAs for youth with disability could include a potential referral to SLES if they are with the NDIS. As a point to note, if a star rating model was imposed on SLES it could deteriorate its individualised focus and the quality of service would drop.

**2.4. Are there different assessments needed at different stages of an individual’s work journey, as they prepare for work, find and maintain employment, and progress?**

**their career? employment support program?**

* There are many validated self-administered measures that could assist providers and funders assess people and provide an equitable report on progress, strengths and goals. Suggestions include Work and Social Adjustment Scale, Australian Research Alliance for Children & Youth (ARACY), Becker Work Adjustment scale. If you aren’t measuring change, you can’t prove it.
* A more in-depth assessment is needed when a participant has been in a DES for two years and not found employment, to determine why and to develop improved plans and actions in response. This could include a referral to the NDIS.

**3.1. What has been your experience of receiving employment support from a DES or other employment services provider? What was good about the support? What improvements would you recommend?**

* Using Client questionnaires and surveys to receive feedback on service delivery.
* On-the-job support.
* Always be treated like an individual, including cultural diversity.
* Provide advocacy and holistic support e.g., to move house and a safer living environment.

**3.2. What type of services and support would best help a person with disability find and keep a suitable job, and progress their career? Who should provide this support?**

* Services that use a risk analysis should be removed. They don’t believe in the developmental model – it’s all about the money.
* Wraparound services – include NDIS supports.
* Support provided by on-going support (NDIS), employers, family / community.
* Knowing consumers are represented on the Board of Directors of the DES provider, who can be directly contact if needed.

**3.3. What education and training opportunities help people with disability overcome the entry barriers to employment?**

* To a large extent, TAFE has been removed as an accessible training option for PWD. The entry language and literacy assessments need reviewing and alternatives to encourage greater access. TAFE used to have a number of capacity building programs for PWD. A small few go to The Up The Hill Project, an inclusive program at Flinders University SA.
* Individualised, capacity building supports.
* Accessible education and materials – specialised resources and support.
* Affirmative action programs in universities and TAFE, plus expansion of the effective University Specialist Employment Partnerships (USEP) to boost student numbers.

**3.4. How can people receiving disability employment services also be supported to address other barriers to employment (e.g., health service or housing assistance)?**

* DES services should use the developmental model to also support friendship and social network building, referrals to housing support, access to clinical psychologists like at our DES service.
* Adapted Individual Placement Support (IPS) model.
* Having consistency of staff which is hard in a such a competitive environment.
* We support and help our clients respond to their housing, health and advocacy needs. We also have a range of organisations we collaborate with that receive our referrals. This is most crucial in regional areas. Extreme competition in DES has to a large degree killed collaboration, but we find in regional areas these relationships are invaluable. It is something that could be promoted more through policy and structured community discussions.
* An individualised DES service should have greater access and communication to LACs and Support Coordinators to better achieve this cross referral between DES and NDIS.

**3.5. What employment support do mature aged people with disability need to successfully gain or retain employment, or transition into new employment or a new**

**career?**

* We have developed a service model for older adults in DES which includes specific training and recruitment of staff who are over 55. The model includes developing formal and informal partnerships with other organisations around employment opportunities and links between voluntary work and pathways to employment. It means greater understanding, being non-judgemental and age appropriate without placing limitations on participants and includes much flexibility around hours worked.
* One of the keys has been our Social Enterprises. White collar jobs, flexible hours, targeted training.
* Targeted wage subsides for mature aged DES participants.
* Educating businesses ensuring older adults are not seen as invisible in the community.
* Support teaching and introducing modern technologies.
* Offering mature aged DES participants the choice of working with more mature aged Employment Officers (EOs), as some mature aged PWD may feel intimidated or disrespected with younger EOs.

**4.1. What support do young people with disability need to successfully move out of education into suitable work?**

* Young people with disability need personalised mentoring to promote self-development, best identify career strengths and interests, linkages and the formation of employment specific goals and outcomes. As examples, the tools used to achieve this include:
* My Futures
* mentors, coaches and carer guides
* Becker Work Adjustment Scale
* Personal carer action plan.
* A holistic person-centred process, further development of career specific skills, complement career discovery and employment outcomes. A greater choice of work experience placements with appropriate support, based on an individual’s strengths and interests creates more sustainable, successful longer-term employment.
* Building life skills helps to maintain employment.
* A key is peer group support. As a small group grow friendships, they feed and grow on each other’s successes. This creates a motivating environment that builds a positive level of competitive growth towards common goals.

**4.2. What best practices from existing DES or other employment programs help young people with disability find and maintain a job?**

* Utilizing proven and effective incentives such as the wage subsidy scheme have been shown to encourage employers to support young people with a disability obtain and maintain meaningful open employment.
* A proven strategy is through on-the-job supports, post-employment. These efforts have been shown to increase the likelihood of the person maintaining employment and successfully transitioning away from a reliance on government provided welfare.
* Constant capacity building and staff development both within pre-employment and while in the job. Supports to the employer to continue the staff development of their employees with a disability once in employemnt.
* Employment through social enterprises at award wages is highly effective in providing employment for youths. Importantly, participants are asked what working hours fit their disability, allowing them to build work capacity over time.

**4.3. Should there be assistance to prepare young people to think about work much earlier than after they leave school?**

* We identified a gap for young people with a disability to learn about their post school employment choices. The Aim Higher Project was created in response to this, seeking to assist young people with a disability to explore and develop their options post school, from year 9 onwards. It’s currently being implemented, with funding through an ILC grant, involving 27 schools and 216 students throughout metro and regional SA.
* There is genuine benefit in the early and ongoing identification and support for young people working towards their post school employment options. Provision of supports to assist in developing pathways, job specific hard and soft skills as well as industry related experiences, have been shown to create greater open employment transitions post school.
* Most importantly students with a disability, and their families, need to have higher career aspirations and goals.

**4.4. How can disability employment services work better with the education system to enhance employment prospects for young people?**

* It’s our experience that many schools across Australia show no interest in DES. For many it seems the first choice is work experience and a job within an ADE as this is easier for them. This approach is outdated and requires urgent change. Schools are still too inward looking in relation to students with a disability. DES should be integrated into schools and referrals to DES from schools should be made as simple and easy as possible.
* The funding level for school leavers is too low and needs to be assessed according to their barriers and need for support.
* Many schools don’t know about dual servicing, where a participant can be supported by a DES while in an ADE or while receiving an NDIS package.
* Young people in schools with identified employment aspirations would benefit from DES supports whilst at school; through independent career counselling from those with specialist disability experience including lived experience. Schools would mutually benefit from having career counselling undertaken by a DES service or similar service, to ensure choice and control during the transition pathway to employment.
* The support to develop career skills and interests within chosen industries should be built into secondary education. This would encourage long term employment satisfaction and (potentially) lessen a reliance or need for DES.
* Provide training for school transition staff on all of the options.

**5.1. What are the most important things that can be done to build an employer’s confidence to employ a person with disability?**

* Employers need training and facts surrounding positive contributions of PWD as employees, such as:

-work knowledge

-reliability

-cultural diversity and equity.

* Wage subsidies help but shouldn’t be overused, same with the Supported Wage Scheme.
* We provide on-the-job-support to our clients; this is a valued point of difference between us and other DES providers. We have found through providing this service we are able to maintain employment for longer periods and maintain ongoing positive relationships with employers.
* Provide Disability Awareness training to employers and their staff. We have found this to be effective in the past.

**5.2. What services and supports does a disability employment support service need**

**to offer employers to enable them to recruit people with disability, maintain employment and promote career growth?**

* Employers need Human Resource Policies to inform best practice for recruitment of PWD.
* To assist employers to enable PWD to maintain their employment, provide on-the-job support as required throughout employment.
* The continuation of employment support by the DES provider can assist with promoting career growth. For example, if the employee has been in a position for two years with no opportunities for progression, then having ongoing support can create awareness by the company and the employee to assist with promoting this change.
* Post-employment support and Wage Subsidies are fundamental and must continue in the next service model.
* Encourage employers to fulfil the obligations of their access and equity employment policies.
* Toolkit for Employers, e.g. documentation including insurance, WHS.

**5.3. What are examples of good practice of employer engagement and employer-led initiatives that have been shown to improve employment outcomes for people with disability? How could these be scaled in the disability employment program?**

* Employers that set percentage targets of their work force with a disability, that is evidence of the business meeting their diversity policy goals. These businesses regularly measure performance to this KPI.
* Work Assist is an effective available tool to keep employees in their job, but many businesses don’t know it exists. DES spends a lot of time explaining and promoting Work Assist.
* Reward employers, depending on the levels of client capacity; not only from Centrelink government subsidies, but also from the service provider.
* We have an Award cocktail evening for exemplary participant and employer achievement each year through our Amelia Rix Award Foundation.
* Disability Awareness training for staff of the organisation.
* Reverse marketing strategies.

**5.4. What other information, services and supports do employers need to support**

**employees with disability**

* Employers need information and support regarding best practice and current legislation, so they feel secure in their rights and the guidelines to use. For example,a tailored employer toolkit that addresses key adjustments, support services and up-to-date best practice language. Train HR staff on equity as they can be a key blockade in employing PWD.
* Many employers have a misunderstanding of the experience of hiring PWD, believing PWD will underperform compared to people without disability. Research provides evidence that this is not the case: in fact, PWD are proven to be more reliable, take fewer sick days, improve customer loyalty, and boost staff morale.
* The Australian Competition & Consumer Commission (ACCC) has a good support model, having designated employees with a disability as local workplace area “Champions”. Champions help inform best practice for guiding new staff on disability awareness. This is a practice we believe to be highly useful and should be spread to other larger providers and businesses.

**6.1. What specific assistance or flexibilities would better support people with disability to meet their mutual obligation requirements?**

* Current flexibilities in service delivery should be maintained (online, phone, face-to-face). With current mutual obligations, jobseekers undertake job searches (option to do face-to face and/or online). We acknowledge some clients do not have enough resources/capability to do this by themselves, so staff support participants to complete job searches. This is vital for many.
* DES staff should not be breaching clients. It confuses them, as we are the service provider. It’s the role of DHS government.
* Mutual obligations (MO) should be reviewed. We recommend balancing punishment in MO with lower mutual obligations, e.g., 5 job applications per month not 20 and more incentives/ positive reinforcement for clients and employers when employment is achieved and held for a longer period at benchmark hours. **NB For example, a bonus Super credit for the participant** after 1 year in employment (into their Super account) and the employer would receive a tax credit of $ 1000 after keeping them in employment for a year. This would mutually provide positive reinforcement to the participant, who generally has very low Super, and the employer.

**6.2. How should a future program consider other forms of participation and engagement, such as voluntary work or community engagement?**

* When jobseekers are struggling to find employment and have been in the service for a long time; volunteering, work experience and short courses should be accepted as meeting mutual obligations for a six-month period. This will allow jobseekers to grow confidence, gain valuable experience and make connections with employers.
* Legitimate self-employment and micro enterprises should be more supported in a more formal structured way. This area has much undeveloped opportunity.

**7.1. How could the future funding arrangements ensure services across a continuum of work readiness, placement and retention are tailored to the needs of the participant?**

* The current DES funding system provides some flexibility around diversified use of funding. It depends on whether the DES service has an individualised development model at its core or focusses on the financial equity model. We have examples regarding DES flexibility by effectively using DES funding to implement the Individual Placement and Support (IPS) and the University Specialist Employment Program (USEP). We invested heavily in innovative, formal partnership initiatives because of our focus on the developmental model and our mission and purpose. **They do not ‘make money’ or profit but make a huge difference in the job outcomes and quality of life of participants involved.**
* Such innovation and investment may be internally recognised within the DES branch of DSS, but there appears little recognition outside of this except by the participants and their families involved.
* Social Enterprises at award wages which focus on business for purpose are playing a growing innovative role in increasing employment opportunities, DES outcomes and workplace flexibilities. Pathways to other employment, particularly in the white-collar area are improved significantly.
* The other key area of improvement within Social Enterprises/business for purpose is access to on, and outside the job, further education and training. Such opportunities would not be provided to the same level without these enterprises.

**7.2. What are the right pricing and funding arrangements, balancing provider viability with the cost of delivering high quality services to participants and employers?**

* We think the current model is working well. The challenge is the massive increase in compliance, external auditing, cyber security and reporting. Red tape is increasing every year and never decreases despite a multitude of commitments to this by various governments. Over the past year we have funded three external audits for DSS related departments and there has been significant unnecessary cross over / duplications in audits between DSS, NDIS and DES. As a suggested improvement, once you have an audit clear of any major or minor non compliances, providers should then go to a two-year cycle of audits until you have a major non-compliance.

**7.3. How could the future funding model be adapted to recognise changes in the labour market and types of employment available in the modern Australian economy?**

* Unvaccinated clients are a significant number in DES and this will make employment hard. Plus, many of our clients, whom we were tracking for outcomes, have been stood down/ lost their jobs due to being unvaccinated.
* DSS and the NDIS should be working closer with peek businesses and purpose agencies like Social Traders Australia and Social Ventures Australia. This would help build a more informed picture and formal acknowledgement of Social Enterprises and help develop a funding model which is more inclusive of such innovations. We do not consider any business that uses an ADE older model of setting wages as a recognised and acknowledged Social Enterprise.
* More tender and partnership opportunities that promote innovation and employment development with all businesses, particularly space, tech, defence, IT, banking and finance. People with a disability have been locked out of such employment opportunities for too long in this country. Recent articles on the lack of employment opportunities (FIN Review) in big business brought out by the Royal Commission is proof that with all the policies in the world, big businesses are still prejudiced against employing people with a disability. Setting and measuring employment targets for PWD is the way to create positive change and more jobs – just as in other western countries e.g., France, Japan.

**7.4. How can service quality and expertise be rewarded and balanced against quantity of outcomes?**

* Clearly in the current DES system, quality of service provision is highly valued by participants as indicated in our external QA audits and reports. Quality, however, has no value within the current DSS Star Rating System. This is a clear and obvious exclusion and fault in the system which requires urgent fixing.
* The use of actuarial data in DES to better determine funding matched to the degree of difficulty in supporting participants into employment has been a definite improvement. Funding is better matched to individuals, particularly noting the increased number of older adults over 55 into DES in the current contract.
* The current system used by some DES providers, where services use a risk analysis approach in the early stages of interacting with newly referred clients and a focus on easily placed participants, must be removed.
* The Star Rating system, by not valuing the inclusion of quality, has discouraged specialist DES services. The key specialists that are less enthusiastic to participate in DES focus heavily on psychiatric and complex disabilities. This discouragement needs to be flipped in the new DES. It could be estimated that the significant number of specialist DES that lost contracts in DES in 2018, could have been services highly valued by the participants using them. It is our belief that the specialist’s approach was likely to be more holistic.

**7.5. How could funding arrangements for ongoing support be improved to ensure supports and services are tailored to the needs of the participant and the employer?**

* Increase funding for 52-week outcomes as this would change the behaviour and focus of some DES services that needed this push.
* Increase funding &/or Star Rating when a participant advances their career through promotion that increases their hourly rate of renumeration during ongoing support phase, or increases their regular hours of work above their benchmark hours – especially when they no longer require the DSP.
* Client career promotion is not promoted enough within DES. The quality of the job that looks more broadly at the social and economic benefits and career progression should be included.

**7.6. What do good providers currently do to support people with disability into work?**

* Have consumers with lived experience on their Board of Directors so they have real power and influence in a consumer driven environment. Such Board members receive support and governance training.
* Provide intensive on-the-job support post placement.
* Spend time to get to know participants so that staff can use their skills to provide better support, best achieved by having lower client to staff ratios.
* Deliver training to their staff on specific disability awareness, values, culture and the developmental model. All PWD can learn and contribute and find some type of employment to match their skills and interests.

**8.1. How should an effective and efficient competitive provider market be structured and how should business be allocated?**

* Similarly, to the current structure, although there are a couple of large providers with too much market share. This uneven allocation reduces choice and creates a risk of a similar situation to ABC Childcare collapsing, which left many unhappy clients and a major hole in the market.
* Currently there are too many providers in many metropolitan and some country ESAs across Australia.
* Over competition has killed collaboration and partnership innovation in DES.

**8.2. How can the future program settings encourage and reward innovation and**

**continuous improvement? What works well in the current program?**

* Innovation and partnerships through a grant program need encouragement within DES.
* IPS and USEP are good examples of innovation, are effective for the participants but cost money and make no surplus. They lack general acknowledgement and support. Extra funding should be given to programs that have demonstrated to be successful and beneficial to PWD.
* There are some effective streams of activity outside of DES that encourage innovation, like ILC grants. We have used grant funding to create innovative solutions, partnerships and improve employment opportunities and outcomes for PWD.
* A key focus should be increasing the links, communication and operational guidelines between DES and the NDIS. Currently, they seem to operate more in isolation from each other, though each is located within DSS.

**8.3**. **What arrangements should be in place for market regulation and quality assurance of services?**

**•** No one provider should have more than 8% of the market. The bigger providers create risk and to some extent give the perception of having too much influence on the market and potentially government decision making.

* Quality measures should be used more to remove business from consistently poor-quality services based on consumer feedback.

**8.4. What legal model would be most appropriate to manage the terms and conditions of the agreement between Government and disability employment services providers?**

* The current Deed and Contract of Service is sufficient but could be made simpler, shorter and easier to read. The NDIS employment guidelines should be incorporated.

**8.5. What is needed to lift workforce capability and the quality of the workforce delivering disability employment services and supports for both participants and employers?**

* The poor staff retention in DES is the biggest waste of human resources. Our retention rate is better than the national average. Despite developing increased career opportunities, social purpose opportunities, staff development increasing, pay/ salaries increasing and other package benefits, so many staff get fed up with monitoring, reporting and the main one is breaching clients. The latter is not what staff say they “*Signed up for and as we are here to support the client, we should not be breeching clients”*- it should be the role of the funding provider or Centrelink.
* Develop a national On-The Job Traineeship Employment Program using affirmative action to promote the employment of more people with a disability into DES agencies and DSS.

**8.6. Is there a market need for specialist providers (disability/industry/age cohorts) that would increase employment opportunities?**

* Yes. The Star Rating system and lack of focus and value placed on quality has reduced specialist providers, but such providers are becoming more and more needed to meet the complex support needs of people with a disability.

**9.1. What will success look like for:**

**a) people with disability**

*Integration, belonging, self-esteem, better life:*

* To secure employment at paid award wages that is not negatively impacting on their medical conditions.
* Being employed in a field of personal interest or choice; it is generally acknowledged that doing a job one likes or has an interest in increases the productivity, minimizes absenteeism, increases retention and creates a satisfied, productive worker with increased longevity.
* To be part of the work community or the larger community, to feel valued and that your work adds value, feeling of belonging and a sense of purpose.
* To have financial security, community access and independence, to afford goods and services unreachable on the unemployment benefit. From basic services like the ability to pay the rent for a desired/achievable home, to going to hairdresser, or dining out, going on a holiday, buying a car and getting married like others.
* To learn new skills and undergo personal development on and off the job, which helps with securing continuous employment and becoming a more valued/productive.

**b) the community** *Gets enriched*

* Gains complexity and diversity and becomes a healthier community both in terms of physical/emotional health and cultural health.
* More valuable members of the community, more integrated.
* Increased employment creates better educated society, prepares, and educates next generations; decreases generational unemployment.
* Less stress on the community due to the services provided to people on poverty line.

**c) employers**

* Gain more stable and dedicated workforce, higher retention.
* Enriched workplace, better values, more diversity, accessible and inclusive.
* Known and recognised as tolerant, open minded and increasing social capital.
* Lifting employer engagement.

**d) service providers**

*Employment, success, satisfaction of changing lives, shaping local economy and community, educating*

* The income from the services creates employment (service provider’s staff) so long as such DES services set targets for the percentage of their staff with a disability.
* Ability to grow and to deliver services to more participants, influencing positive change, shaping lives and reducing costs, both short and long term to the taxpayer.
* Supporting the local economy and businesses in recruiting valuable staff.
* Influence of workplaces: a rising awareness, variety, integration, acceptance, facilitating workplace attitude shifts and equipment modifications.
* Growth by creating more jobs (either own expansion or other enterprises).

**e) Government**

*Increase in revenue, decrease in expenses, political support*

* More tax paying citizens – increase of revenue and savings with increased participants.
* Less people on income support (drop of unemployment, based on real increase in employment and not on modifying the statistical factors or cutting off unemployment benefits).
* More purchasing of goods and services - development and growth of economy.
* Less expenses and costs of mental and physical health services as research indicates work and income are good for your health.
* More political support, from a public happier with their employment opportunities.

**9.2. What data do we need to know if the program has been effective?**

* Efficiency – the (minimal) time taken to achieve employment – is an indicator to maintain, with current measurement (participants entering the denominator only at the 2nd service fee).
* Effectiveness (maximizing the number of employment outcomes and counting the number of participants maintaining employment because of the support & assistance provided).
* Duration of employment, flexibility in changing and adapting to new jobs, adapting and learning new skills.
* Bringing back the previous weighting of 5% in Star Ratings of job placements was a good measure of success: for some participants (long term UE and with significant barriers) commencing work might be a significant achievement. Maybe the nature and gravity of the medical condition would not allow them to keep employment continuously for over 3 months, but one month of employment is rewarding and encouraging for them, and often results in the next employment lasting longer, and so on. The current 4 weeks goal post can be maintained.
* Access to training, volunteering, work experience, community programs in preparation for employment, as tools of addressing barriers.
* Quality of services - Improved data collection. Simply relying on the quality and timing of Job Plans (JP) is not sufficient; JPs are inflexible, restrictive, not much room for personalised service. As the JP is the tool by which the Department can judge the Provider’s work with the client and the clients’ personal challenges and journey, it needs a structure that is more detailed, flexible and measurable.
* Client satisfaction – the degree clients have been treated as individuals, listened to, spent time with and spent resources on. The ability to listen is often mentioned by the clients as one of the key positive attributes of the provider, as well as being treated as a person.
* Ongoing support for as long as needed, individually tailored and consistent.
* Contented employers: happy with the recruitment & job matching services received, with the consistent, personalised and sensible support provided.

**9.3. How can people with disability, employers and providers help to measure and report on the performance of the new program?**

* An online or phone service where simple feedback can be directly given and recorded on every DES service by participants, their families and carers and employers. That key positive and negative trends for a DES provider be passed on.
* Through peek representative groups.
* Longevity of employment in employment and income/promotion captured and measured.

***Employers***

* An online or phone service where simple feedback can be directly given and recorded on every DES service by participants, their families and carers and employers. That key positive trends for a DES provider be passed on and key negative trends.
* Length of employment, retention rate.
* Measuring the number of staff employed with a disability in each business, similar to the women in the workforce/management data collected by the Australian Government we do each year.
* An employer registration of businesses that do disability awareness training amongst their staff. Funding to the businesses who achieve this or a training small grant to offset the cost on application.
* Assistance in accessing other supports (workplace modifications, traineeships).

**9.4. What do people with disability and employers need to make an informed choice to select the best provider for their needs and how should this information be made**

**available?**

* Have access to information and data – clearly defined, easy to read and to access.
* Being informed about the services available and their locations.
* Having local easy to compare comparison charts available

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