

Using data to determine what works and achieve better employment outcomes

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**Disability Employment Australia
Conference 2015**

JOBSUPPORT

Achieving employment for people with an intellectual disability

Overview

This presentation will provide an overview of:

- Jobsupport's results relative to other services
- How Jobsupport achieves:
 - A higher job placement rate
 - A higher conversion rate from job placement to 26 weeks in employment
- Why Jobsupport operates a Transition to Work (TTW) service

Jobsupport Overview 30/6/2015

- A specialist ESS service for people with a moderate intellectual disability (IQ \leq 60)
- Supports 660+ clients in open employment
- Average weekly hours – 20
- Average weekly wages - \$377 (42% Supported Wage)
- Average job tenure – 6.8 years

Jobsupport Performance Relative to Other Australian Services

Jobsupport's 26-week employment outcomes are approximately three times better than the national average.

There are two contributing factors:

- Jobsupport's higher placement rate
- Jobsupport's higher job retention rate

Jobsupport's **Placement** Outcomes for People with an Intellectual Disability Relative to Other Services

	Job Placements achieved by all funded clients	Proportions of jobs \geq 15 hours per week
Jobsupport – MID*	46/50 (92%)	91.3%
Other MID*	58/100 (58%)	50%
Other intellectual disability	53.4%	48.9%

- * Moderate Intellectual Disability (MID)
 - The figures above are the outcome rates at 31/12/2011 for clients who entered between 1/4/2010 and 30/9/2010
- Reference, DEEWR DES Evaluation

Jobsupport's **26 week Outcomes** for People with an Intellectual Disability Relative to Other Services

	Proportion of job placements that last 26 weeks	26 week outcomes achieved by all funded clients
Jobsupport MID *	81%	38/50 (76%)
Other MID *	44.8%	26/100 (26%)
Other intellectual disability	53.4%	28.7%

- * Moderate Intellectual Disability (MID)
- The figures above are the outcome rates at 31/12/2011 for clients who entered between 1/4/2010 and 30/9/2010

Reference, DEEWR DES Evaluation

Job Search

This presentation looks briefly at job retention but focuses on job search for two reasons:

- Without job placements nothing else can happen
- Obtaining more job offers allows Jobsupport to achieve better job/client matches. Jobsupport only accepts approximately one in two job offers

The job search presentation covers:

- Using market research to improve performance
- Managing job search

Job Retention and Repeat Business

Job retention and repeat business depend on meeting the needs of both the client and their employer.

- 81% of Jobsupport placements are still employed after 26 weeks
- 54% of current jobs are repeat business with an existing employer

Jobsupport Program Features that Underpin Job Retention and Repeat Business

- A focus on achieving a good job/client match
 - An Assessment Summary is used to match client and employer needs
 - Mismatches are most commonly resolved by job customisation
- Training to agreed performance criteria
 - Jobsupport staff complete courses in systematic instruction and behaviour management
- A Support Agreement documents the required tasks, quality and rate standards for each task, any health and safety considerations and the level of supervision that will be supplied by the employer on an ongoing basis
- Clients are only employed if the agreed criteria are achieved during the probation period
- Ongoing support ensures the Support Agreement remains in place and provides retraining if required

Jobsupport's approaches to service delivery are data based

The assessment, job analysis/job match and ongoing support approaches used by Jobsupport were pinched and adapted from other organisations because data confirmed that the services approach was significantly more effective or efficient.

There was a lack of evidence regarding what worked for job search.

The Market Research that Underpins Jobsupport's Job Search

Jobsupport and the market researcher Jeff Bentley-Johnston surveyed 200 current employers in 1997. The research investigated:

- The benefit proposition – why did the employers employ?
- Targeting – what were the characteristics of the employers who employed?
- The buyer process – who made the decision to employ?

The initial research set us on the right path. The findings have been reinforced during job search implementation.

It is important to note that the market research findings relate to people with a moderate intellectual disability and to a large city environment.

The Benefit Proposition

Jobsupport's employers had 2 motivations:

- Economic incentives (clients solved routine task problems by reducing turnover, reducing task avoidance and releasing underutilised experienced staff)
- Emotional reasons (the employing manager was pleased to be helping someone)

Jobsupport's support was regarded as essential to ensure the placement worked but was a necessary condition rather than a benefit.

Solution Selling- Using the Benefit Proposition in our telemarketing

A script was developed based on the benefit proposition. Qualifying calls:

- Explore what routine tasks exist and what problems there are with these tasks
- Use existing employers where we have solved the same problem as referees. The market research found that employers were more likely to believe other employers
- Suggest that the employer can solve a problem while helping someone and that Jobsupport will provide the support to ensure that the placement works.

Call preparation includes finding out what the company does, collating relevant problem/solution and objection/solution examples and identifying an appropriate decision maker by making a research call to the employer

Targeting

Jobsupport clients fill customised positions

Employer size is the best targeting criterion

- Larger employers and larger outlets are more likely to employ and are able to create customised positions with more hours
- Smaller employers often have limited volumes of routine work. Clients working for smaller employers sometimes have 2 jobs

The 1997 Market Research on Company Size

Company size	< 20 employees	≥ 20 employees
Jobsupport placements	18%	82%
Sydney employers	95%	5%

Prior to 1998 no attempt was made to influence the size of company staff approached

Jobsupport's Call Generated Placements by Company Size 1998 - 2015

Company Size	Job Placements	Call to Job Ratio	Job Retention after 3 Years
Unknown	11	151:1	57.1%
1 - 19	33	364:1	40%
20 - 49	178	215:1	44.8%
50 – 199	296	167:1	52.5%
200+	543	130:1	63.5%

- From 1998 staff were directed towards companies with 20 or more employees
- There is a clear relationship between company size and job placements and job retention

The Employer Decision Maker and Buyer Process

- Some groups in Australia have lobbied for 'one-stop shops' through which they can employ people with a disability using a typical interview/resume/referee approach
- The 1997 market research found that it was typically branch managers and department managers who employed Jobsupport clients. These people knew they had routine task problems a Jobsupport client could solve
- We augment our calls to decision makers by building relationships between senior Jobsupport staff and employer executives once a few placements have been made

Call Placements by Decision Maker 1998 - 2015

Owner	Organisation Manager	Area Manager	Branch/Dept. Manager	HR	Other
67 (85:1)	145 (133:1)	39 (105:1)	492 (173:1)	125 (320:1)	193 (91:1)

- The Human Resources recruitment pathway is the least successful for people with a moderate intellectual disability
- The largest number of jobs are obtained at the branch or department manager level
- In lieu of the usual interview/resume/referee recruitment process Jobsupport's Support Agreement details the criteria that have to be achieved during the probation period for continuing employment

Managing Job Search

It is important to establish which method of approaching employers works for your service in your locality. Jobsupport evaluates each job search approach based on:

- The number of jobs each approach delivers
- Time per job for each approach

Services that allow Job searchers to use whatever job search process they prefer will have unpredictable results.

Methods of Approaching Employers – Jobsupport’s Experience

Method of approaching employers	Effectiveness/time efficiency
Door to door canvassing	Effective but time inefficient
Qualifying call followed by interview	Effective and time efficient
Family networking	Ineffective. Trial yielded few jobs
Work experience with an agreement to employ	Currently being trialed
Repeat business with existing employers	Effective and time efficient

- Jobsupport’s experience reflects a metropolitan context

How Jobsupport Approaches Employers

- 72% of Jobsupport's jobs are obtained using an initial qualifying call
 - 162 decision maker calls yield 3.8 qualified employer visits (i.e. visits where the employer has expressed interest)
 - 3.8 qualified employer visits yield 1.9 job offers
 - 1 in 1.9 job offers are accepted
- 28% of Jobsupport jobs come from other sources. Largely repeat business with existing employers not generated by phone calls (replacing clients who leave jobs, head office endorsement after success has been demonstrated)

Managerial Discipline is Essential for Job Search Success

Jobsupport surveyed a sample of the high performing 4 and 5 Star services and services with 3 Stars or less. One of the key distinguishing features was the discipline with which job search was approached. The higher outcome services ensured that sufficient job search happened.

- A typical 3 Star service manager comment was *'we value our staff and don't want to lose them, they don't like job search so we don't push it'*
- A typical 4/5 Star service manager comment was *'it's all about jobs, the key to success is ensuring job search happens. Staff who don't like the focus on job search generally leave'*

Managing Job Search Activity means Managing the Numbers

- The simplest approach is based on time only. If 20 jobs are required from a 'method of approaching employers' and that approach averages 30 hours per job placement then management needs to allocate 600 hours of staff time .
- If management doesn't monitor job search and only 300 hours occur, it's predictable that only 10 jobs will be placed.
- More sophisticated approaches manage both the time allocated and the activity that occurs within that time.

Managing Job Search Activity means Managing the Numbers

Jobsupport uses a data base including all the Sydney companies with 20 or more employees for employer targeting, to record employer contacts and to produce job search activity reports.

The key to success is discipline

Estimated jobs required 2015-16	138
Estimated non-call jobs	38
Jobs required from reverse marketing calls	100
Average calls per job	162
Calls required during 2015-16 100×162	16200
Jobsearch weeks available	46
Calls per jobsearch day	12
Jobsearch days required each week $16200 / 46 \times 12$	30

The number of job placements Jobsupport achieves each year via calls is very predictable. If we make 2/3 of the required number of calls we will get 2/3 of the jobs we are relying on qualified calls to deliver.

Key Management Responsibilities

Managerial action must be taken in the case of underperformance.

This includes:

- Ensuring adequate time is devoted to job search
 - Jobsupport monitors the number of staff days devoted to job search and call numbers
- Addressing the training needs of under-performing job searchers
 - Jobsupport uses database reports to monitor targeting, call to job and visit to job ratios for each staff member. Double jacking is also used identify training needs

June 2015 - MONTHLY REPORT

1/07/2014 to 30/06/2015

Page: 1
19/08/2015 1:22 PM

STAFF NAME	
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CALL SUMMARY		TARGETING BY COMPANY SIZE (YTD)			OVERALL RETENTION			
ALL CALLS/DM CALLS	1849/974	Company Size	CALLS/JOBS		Placement Tenure	Jobs	Lost	Retention %
ALL CALLS	53%		All Calls	DM Calls				
DM CALLS		Unknown Size	22	7/0	≤1 Year	63	15	76.2
YTD NON VACANCY MEETINGS/JOBS	18/5	1 - 19	31	22/0	>1 to ≤2 Years	41	6	85.4
YTD VACANCY MEETINGS/JOBS	3/1	20 - 49	504	269/2	>2 to ≤3 Years	28	7	75
YTD JOB OFFERS/JOBS	11/6	50 - 199	566	303/1	> 3 Years	22	2	90.9
YTD ALL CALLS/JOBS	1849/6	200+	726	373/3	Total	63	30	52.4
YTD DM CALLS/JOBS	974/6							
YTD DM CALLS/JOBS RATIO	162.3/1							

TARGETING RESPONSIBILITY (YEAR TO DATE)

CALLS/JOBS	OWNER		ORGANISATION MGR		AREA MGR		BRANCH MGR		HR		OTHER	
	All Calls	DM	All Calls	DM	All Calls	DM	All Calls	DM	All Calls	DM	All Calls	DM
	26	14/0	106	58/0	50	38/1	1438	766/4	195	77/0	34	21/1

TARGETING INDUSTRY TYPE (YEAR TO DATE)

CALLS/JOBS	Retail Trade		Accom., Cafes & Restaurants		Finance & Insurance		Government Admin. & Defence		Health & Community Services		Manufacturing		Property & Business Services		Other	
	All Calls	DM	All Calls	DM	All Calls	DM	All Calls	DM	All Calls	DM	All Calls	DM	All Calls	DM	All Calls	DM
	381	206/1	371	217/1	177	96/1	36	18/0	128	55/1	175	86/0	288	142/1	293	154/1

Concluding Comments Regarding Job search

- The main feature that distinguishes services achieving higher placement rates is the discipline with which they approach job search
- This paper provided an example of how market research was applied to placing people with a moderate intellectual disability in a large city. The market research should be re-done for other groups and locations - the targeting, benefit proposition and buyer process may be different
- Jobsupport's telemarketing calculation is just an example of managing job search numbers. A similar calculation could be applied to other 'methods of approaching employers'

Jobsupport's outcome rates have not improved since the establishment of the Transition to Work program.

Jobsupport established TTW to overcome self fulfilling low-expectations

Many school leavers with a moderate intellectual disability, their parents, their teachers and specialist advisors such as Transition Teachers/Transition Co-ordinators don't believe that open employment is viable for 2 reasons:

- The school leavers' current barriers to employment - typically inability to travel, negative response to correction, difficulty staying on task and poor stamina;
- Limited awareness of job customisation possibilities.

TTW is a means of increasing the number of people with a moderate intellectual disability willing to attempt open employment.

School Leaver Travel Skills and Open Employment Expectations

- The number of school leavers entering Jobsupport (TTW or DES) has increased by 120% since the 2002 establishment of TTW.

3 year periods	Average TTW/DES entrants
1998-2000	30.7
2012-2014	67.7

- **Only approximately 40% of the 2014 Sydney school leavers could travel to school independently.**
- The systematic training in TTW worksites that are matched to each individual's strengths and travel training are primarily intended to increase client confidence.
- Barriers such as not remaining on task or not accepting direction generally fall away as the individual experiences success.

Weekly Wages and Hours

TTW Graduates vs Non-TTW January 2015

	Number employed	Average Hours per week	Average Wage per week	Supported Wage Proportion
TTW Graduates	270	18.6	\$316	48.5%
Non TTW	341	20.9	\$428	34.6%

TTW graduates don't achieve higher weekly wages or hours than non-TTW.

26 week Employment Outcomes

TTW + DES vs. DES only

	26 week outcome calculation	26 week outcome percentage
TTW + DES	392/545	71.9%
DES only	1298/1693	76.7%

The 26 week outcomes calculations are based on single jobs of 26 weeks or more duration commenced within 18 months of program entry. Only initial jobs are included.

TTW graduate 26 week employment outcomes are not higher than DES only clients.

26 week Employment Outcomes pre and post TTW

	26 week outcome calculation	26 week outcome percentage
Pre 1/1/2002	809/1025	78.9%
Post 1/1/2002	867/1203	72.1%

The 26 week outcomes calculations are based on single jobs of 26 weeks or more duration commenced within 18 months of program entry. Only initial jobs are included.

The 26 week employment outcomes have not risen since the introduction of TTW.

Support hours to 26 week outcomes

TTW graduates vs. Non-TTW

	Pre-Placement	From wages commencement to 26 weeks	Total
TTW graduates	180.92	271.66	452.58
Non -TTW	134.36	278.62	412.98

The support hours are based on the first job for each client. TTW graduates from the 1/1/2002 are included.

- TTW doesn't appear to have any impact on the onsite training time.
- TTW graduates require greater job search and job analysis time.