

Disability Employment Horizons

Bringing our vision to life



Making the Vision a Reality

Introduction, Housekeeping and Acknowledgement of Country:

Kerrie Langford, Head of Employment, NDS



Meeting for Supports in Employment Providers: Operationalising the Vision – an Introduction

Convener: Andrew Hamilton, Social Scaffolding Consultants

This is the first meeting on the Vision for Supported Employment since the Summit held on 19 May 2021 . At the Summit it was agreed that NDS would host monthly meetings that would support providers to operationalise the Vision.

At this meeting we will:

1. Discuss the upcoming Communities of Practice,
2. Review the inaugural Vision survey results and
3. Hear about a provider's experiences in transitioning to the new NDIS supports in employment pricing.



What is a Community of Practice?

Communities of Practice (CoP) is defined as an organized group of professional people who share the same interests in resolving an issue, improving skills, and learning from each other's experiences.



What does a Community of Practice do ?

A Community of Practice is a group of people who share a concern or a passion for something they do, and learn how to do it better as they interact regularly.

A Community of Practice is driven by the value it brings to the members. People volunteer to be part of the community because it is interesting, and it helps them to be more effective. A CoP normally has a much longer life than a project team or task force. It continues as long as it is useful to its members.



What are the benefits/what can we expect?

- Every company that participates in a CoP can expect to increase their overall performance through:
- Peer support and mentoring across leaders
- New and existing employees feel a sense of belongingness to a greater purpose
- beyond just their employer through the help of communities of practice
- Employees have some sort of “buy-in” in the plans through personal participation
- Encourages CoP participants to think outside of the box in creating additional
- services and products with the CoP acting as a sounding board
- CoPs help companies recruit and retain talent



FAQ CoP

1. What does it cost?
2. How often do I need to participate?
3. Do I need to contribute anything?
4. How long will it go for?
5. What will I miss out on if our organisation doesn't participate?
6. Who from our organisation should participate?
7. Who can I talk to if I need more support beyond the CoP?



Why a CoP for SE providers now?

There are three key drivers of change:

1. the new NDIS Supports in Employment pricing,
2. the FWC's proposed wages framework for employees with disability and
3. responding to recommendations arising from the Disability Royal Commission (DRC).

Providers will benefit from sharing, learning and support as they navigate through these major changes.

The CoPs will ensure representation of the full range of providers and service models.

Training and support will be customised and modified according to the requirements of the sector and will be codesigned with providers.



Support implementation of the Industry Vision

1. Widespread provision of supported employment as a best practice work option enabling significantly increased numbers of people with disability to participate in the economy
2. Promote and provide access to skill-building opportunities and career pathways for people with disability in a wide range of employment options and settings
3. Provide high quality employment conditions that reflect community expectations and industrial relations legislation for people with disability
4. Operate sustainable businesses producing high quality products and services which harness technology for the benefit of their employees with disability
5. Comprehensive reporting on the sector's social and economic impact that demonstrates its contribution to building a more inclusive and equitable society



What will the Community of Practice do ?

The CoPs will deliver the following:

- Regular online meetings, webinars and ongoing engagement with members
- Hosting a platform for sharing innovative, evidence-based practice
- Analysis and reporting of international best practice
- Sector and employment promotion:
 - Comprehensive promotion of the sector and increased engagement with employers and business partners
 - Disseminating positive media stories on supports in employment models
 - Updating BuyAbility register to include new supports in employment providers



What will the Community of Practice do ?

- Analysis and reporting of key opportunities designed to enable the following goals:
 - Implementation of customised employment models
 - Strategies that support transition of supported employees to open employment
 - General opportunities for providers to expand service offerings by fully utilising the supports in employment pricing framework
 - Implementation of recommendations by the Disability Royal Commission

Resources will be developed for providers to assist them in implementing these goals



Today's Community of Practice session

1. We will be presenting on a detailed case study of an ADE that has transitioned to the new pricing model, and we will uncover some of the challenges and barriers on the way to this new way of working
2. Discuss what tools providers have used so far in their readiness
3. Survey as to what you would like to see in future CoP sessions



Vision Survey results – initial analysis

All data presented today is in aggregate format.

72 members responded (53% of members). They were located in the following states:

- Australian Capital Territory 0
- New South Wales 30
- Northern Territory 0
- Queensland 4
- South Australia 4
- Tasmania 4
- Victoria 28
- Western Australia 2



Vision Survey results – initial analysis

Number of supported employees (NDIS participants) employed as at: (N=72)

30 June 2020	30 June 2021
7,905	7,767

Number of NDIS participants receiving supports in employment funding at 30 June 2021 (N=72)

7,017 (91% of 30 June 2021 survey sample)



Vision Survey results – initial analysis

What was the average hourly rate earned by supported employees as at 30 June 2021? (N=68)

\$7.20

What was the average weekly hours worked by supported employees as at 30 June 2021? (N=67)

19.6 Hrs

Therefore, the average weekly wage for the survey sample is \$141.12

Vision Survey results – initial analysis

Enter the total number of supported employees that have gained skills/qualifications in the financial year 2020-2021:

Skills units	1,564 (N=54)
Certificate II, III or IV	370 (N=47)
Other (please specify)	237 (N=29)

18 organisations identified 12 other skills/qualifications



Vision Survey results – initial analysis

Enter the total number of supported employees who have received training on and off site in the financial year 2020-2021:

	On Site	Off Site
Work experience (N=40)	915	217
On the job training (N=28)	6,127	614
Formal/vocational training (N=63)	479	154
Other (N=43)	84	21

Five specific other forms of training were identified.



Vision Survey results – initial analysis

Enter the total number of employees or participants accessing these supports and if supported by the NDIS or DES for the financial year 2020-2021:

Number of employees/participants funded at:

	(DMI) rate	SiE	DES
Mainstream emp	46 (18)	217 (21)	1,318 (21)
Self-employment	26 (19)	148 (20)	24 (18)
Supported emp	3,197 (52)	3,929 (55)	3,206 (27)
Other	2 (10)	25 (13)	0



Vision Survey results – initial analysis

What was the total value of government purchases of goods and services from your organisation?

	\$ Total value of goods/services	Ave of business income
Federal Govt (17)	\$11,670,414	\$686,495
State Govt (26)	\$69,390,497	\$2,668,865
Local Govt (26)	\$7,712,367	\$296,629



Vision Survey results – initial analysis

What type of business activities does your organisation engage in? (N=71)

Business and administration services	24
Catering and hospitality	18
Building products	15
Cleaning services	21
Food and beverages	13
Horticulture and arboriculture	30
Material handling	28
Merchandise	12
Printing services	9
Property services	19
Transport, freight and logistics	15
Waste management	26



Vision Survey results – initial analysis

What Quality Accreditations does your organisation hold? (N=66)

NDIS Commission Quality and Safeguards Accreditation	66
ISO 9001: Quality Management Systems	31
HACCP Certification	15
Others specified:	
NSDS	6
11 others were also specified	



Vision Survey results – initial analysis

Regarding your support staff only, enter the total number of support staff and the total number of your support staff that have gained skills/qualifications during the financial year 2020-2021.

Total number of support staff who have skills/qualifications:

Skills units	488
Certificate III and/or IV	269
Diploma	71
Degree	57
Postgraduate qualifications	12
No skills units or qualifications	645
Other	48

Specified:

- Epilepsy training and chain of responsibility
- First Aid
- General/specialised to area
- Loader Tickets
- Trades - Chem Cert, FOLS, White Card



Vision Survey results – initial analysis

Are supported employees able to engage in the decision making at your enterprise?

Yes 66

No 4

How are supported employees able to engage in the decision making at an enterprise? (N=54)

Workers committees 54

Meetings with board or board members 16

Other: (N=29)



Vision Survey results – initial analysis

Are community visitors encouraged?

Yes 62

No 4

Are supported employees and their networks encouraged to raise issues?

Yes 66

No 0

Do you proactively seek supported employee feedback about their workplace?

Yes 68

No 2



Vision Survey results – initial analysis

How often do you seek supported employee feedback? (N=65)

Daily	13
Weekly	4
Monthly	34
Quarterly	2
Twice a year	5
Annual	13
Other	2

Do you conduct a commercial customer satisfaction survey?

Yes	45
No	24

How often do you run a commercial customer satisfaction survey? (N=42)

Monthly	3
Twice a year	6
Annual	31
Other	2
Quarterly	
Bi-annual	



Vision Survey results – initial analysis

What term would you suggest to replace Australian Disability Enterprise as a descriptor of the sector's future service models? (N=65)

Supported Employment Service	19
Supports in Employment Service	9
Supports in Employment Provider	10
Disability Employment Options Provider	1
Disability Employment Support Service	2
NDIS Employment Supports Provider	14

Other:

a social enterprise providing supports in employment

- Community Business
- Employment Support Services
- Employment Supports Provider, Employment Opportunities Provider
- NDIS supported employment supports
- Social Enterprise
- Supported Employment
- Supported Employment Enterprise
- Supported Employment Pathways
- Supported Employment Program



Vision Survey results – initial analysis

Key Themes – use of employee feedback

62 responses (note, most responses identified more than one of the key themes)

Enhance work conditions 6 (responses)

Workplace improvements 10

Improvements to service design/provision 16

NDIS audit improvements 2

OHS changes 5

Continuous improvement 19

Organisation and strategic planning, inform management and board 20

Measure employee satisfaction 9

Assist with employee skill development/training/goal setting 12

Identify employee social activities 4



Vision Survey results – initial analysis

Key Themes – use of customer feedback

41 responses (note, most responses identified more than one of the key themes)

Supported employee acknowledgement/feedback 5

Business and customer relations improvements 14

Product/service improvements 6

Identify business opportunities 3

Feedback for quality management system, quality control 6

Continuous improvement 9

Board management and annual reporting 4

Business and Strategic planning 5



Vision Survey results – initial analysis

Key Themes – provider additional comments

16 responses (note, some responses identified more than one of the key themes)

Problems with NDIS supports in employment pricing transition 6

COVID Restrictions 3

New name for service model 1

Concerns about the DRC or new wages structure 2

Employees increasingly accessing non vocational options before employment 1

Casualisation of the workforce 2

Increases in red tape/compliance 2

Concerns about the ongoing viability of the supported employment model 1

An increase in business revenue 1

Are there other topics members would like to see included in future surveys? Please let us know.



Case study – an integrated employer transitioning to the new NDIS pricing



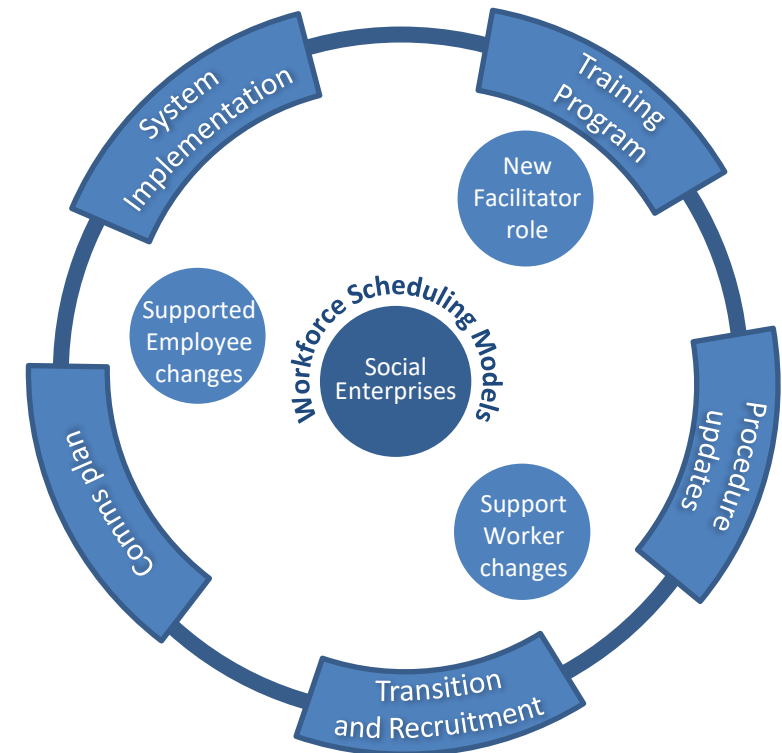
Contents

- Overview of project scope
- Key dates within Project Plan
- Supported employee scheduling models
- Supported employee transition plan
- Recruitment plan
- PD updates
- Training program for mainstream and supported employees
- Outline of system automation
- Outline of updates to procedures and forms
- Comms plan
- Outcomes

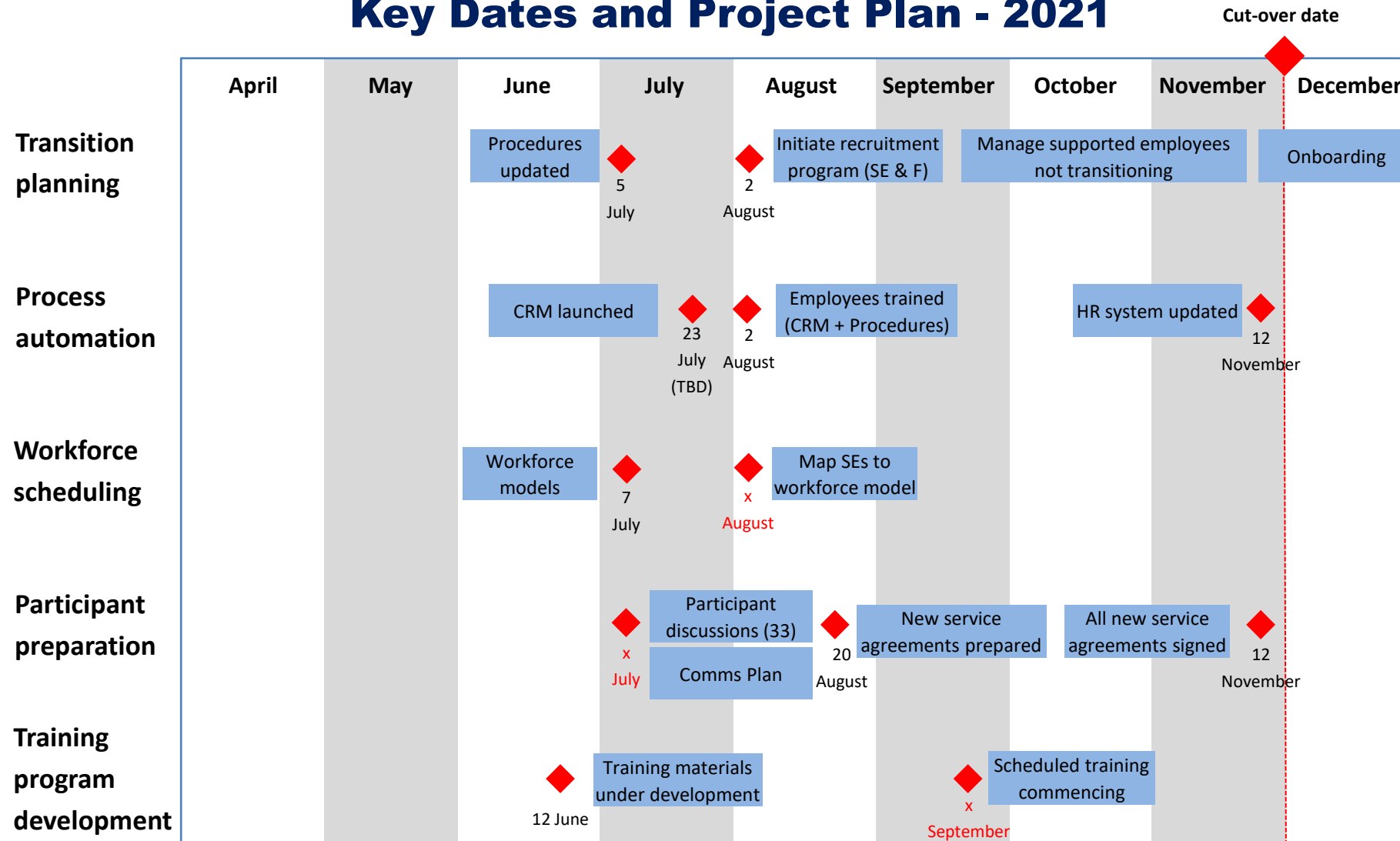


Project Scope

- The objective of this project is to prepare for the transition of the NDIS pricing approach for supported employees from a weekly to an hourly model, which is scheduled to commence from the beginning of December 2021
- This change in pricing has major implications for operating model design, processes, policies and the systems required to efficiently support our disability employment strategy
- The changes across these operating parameters also has the potential to impact our supported employees retention, so consideration needs to be given to the recruitment process and activities that will support growth ambitions



Key Dates and Project Plan - 2021



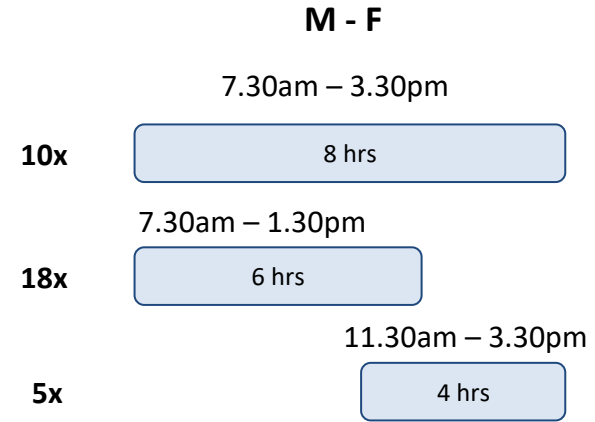
Scheduling Model – Social Enterprise

Current Scheduling Model – Supported Employees

	M	T	W	T	F
6am – 2pm	1	1	1	1	1
6.30am – 2pm	2	2	2	2	2
7am – 1pm	1	1			1
7am – 2pm	3	3	1	3	4
7.30am – 1.30pm	2	2	1	2	2
7.30am – 2pm	4	3	2	2	2
8am – 1.30pm		1	1	1	1
8am – 2pm	6	6	7	6	2
8.30am – 12.30pm			1	1	
8.30am – 2pm	4	3	2	1	2
8.30am – 3pm		1	1	1	1
10am – 2pm	1	1	1	1	1
11am – 4pm		1	2	1	1



Proposed Scheduling Model



- Highly variable model with significant administrative overheads under the new pricing structure
- 718.5 hours of weekly capacity

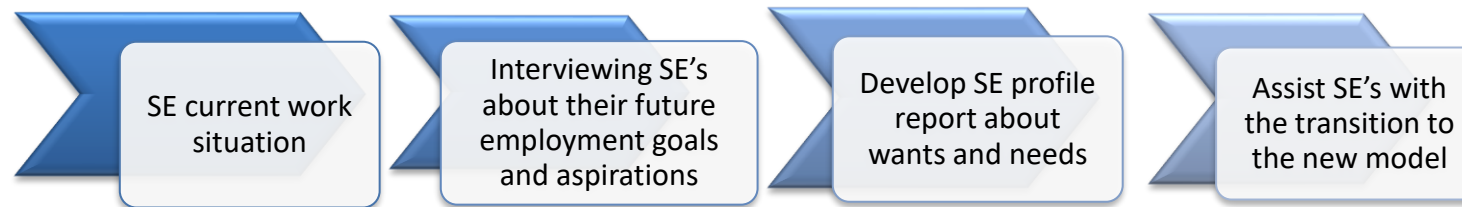
- Simplified employment offer that supports operations' requirements
- Scalable for growth
- Drives consistency to support efficient invoicing
- Enables management of 1:3 support worker ratio
- 1,040 hours of weekly capacity



Supported Employee Transition

Three stage approach to gather and analyse the supported employee's current and future employment situations, to support our transition to the new NDIS pricing model. This will involve:

1. investigating the supported employee's work situation, delving into questions of where, how many hours, and what assistance is received at work
2. interviewing the supported employee's about their future goals and aspirations for work, current NDIS funding, and future training needs and goals
3. developing a Supported Employee profile report outlining their needs and wants, including future NDIS supports in employment funding requirements for work (which will also assist with their next NDIS plan review)
4. Consult with the Supported Employee to match the best jobs and rostering to suit their needs and goals



Recruitment Plan

- Review of current processes and successes
- Identify stakeholders, providers and pathways
- Develop Value Proposition and key messages
- Marketing Action list
 - Phone calls to employment providers
 - Executive meetings with schools and local employment providers
 - Peer networks



Role & Position Description Updates

Supported Employee	Support Worker	Facilitator – New Role
<ul style="list-style-type: none"> • Provision of support from our staff (Support Workers and Facilitators) on a 1:3 ratio • Hours of work are aligned to the work needs of our business operations and outlined in individual Employment Contracts and Service Agreements • Are provided with additional skill and professional development opportunities aligned to the individual's personal and employment goals and aspirations (utilising individual NDIS funding) 	<ul style="list-style-type: none"> • Responsible for providing general supervision and support to supported employees on a 1:3 ratio • Hours of work are aligned to the work needs of our business operations as outlined in the Employment Contract and our Enterprise Agreement • Provision of additional training and professional development components for Supported Employee's • Are provided with professional development opportunities and on-going industry training 	<ul style="list-style-type: none"> • Development of a new 'Facilitator' role within the our business units • The Facilitator role would provide a more generalist support role to employees with disability • Ability to provide general supervision and support for both employment as well as disability needs • Are provided with professional development opportunities and on-going industry training



Inclusive Disability Training Program

Our disability training is primarily targeted at Supported Employees, however, enables cohesion and inclusiveness across all employees

Characteristics of the program include:

- Provides training across the employee journey of Joining, Growing and Exploring
- Expands upon traditional workplace training to provide options in areas of interest under the Exploring phase
- Introduces an Outcome Pyramid reporting tool to support the six-monthly SE reviews
- Creates a revenue stream (training) to complement employment services
- Provides for significant potential in the Exploring phase

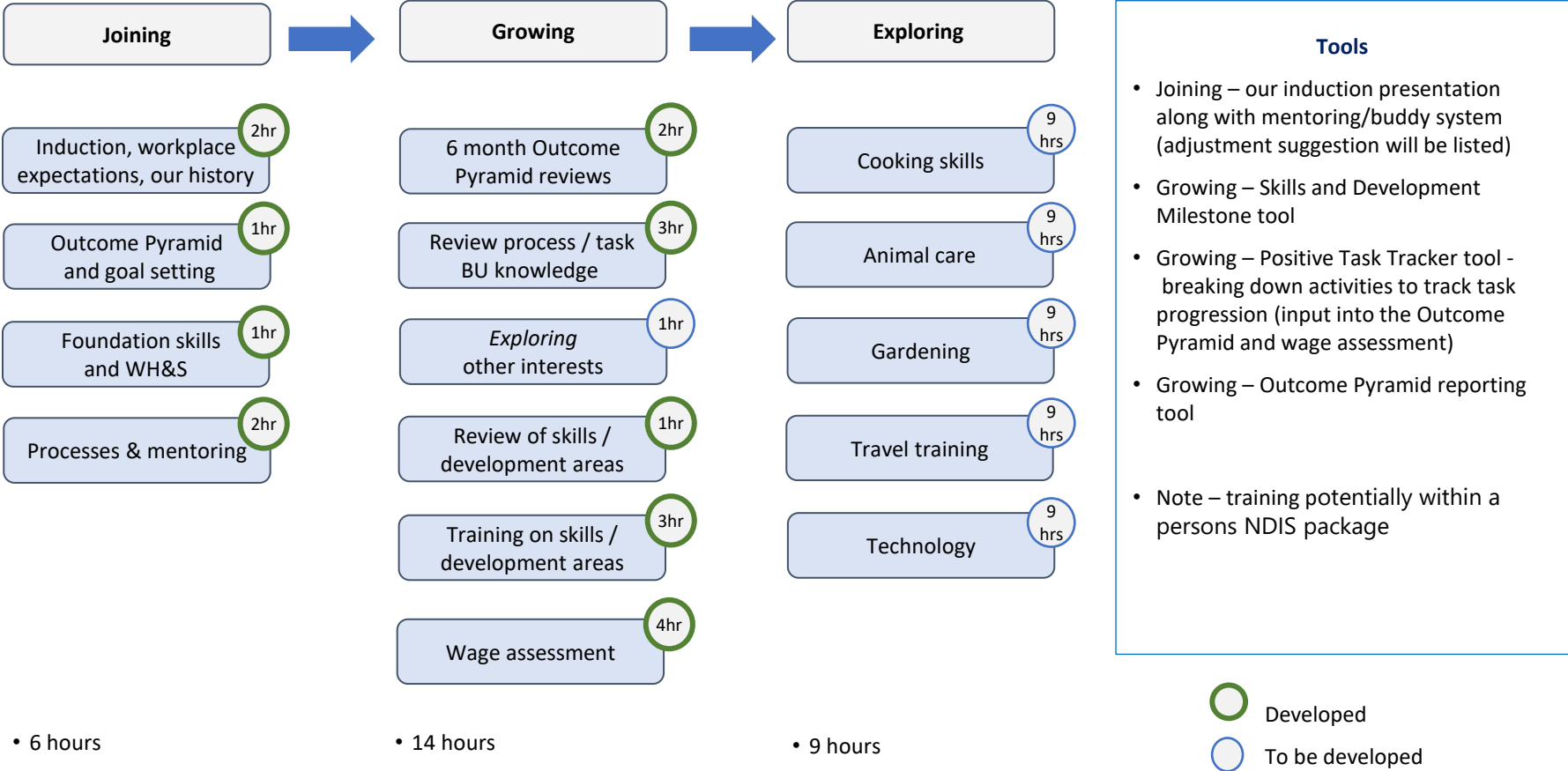


Skills Development Across Key Roles

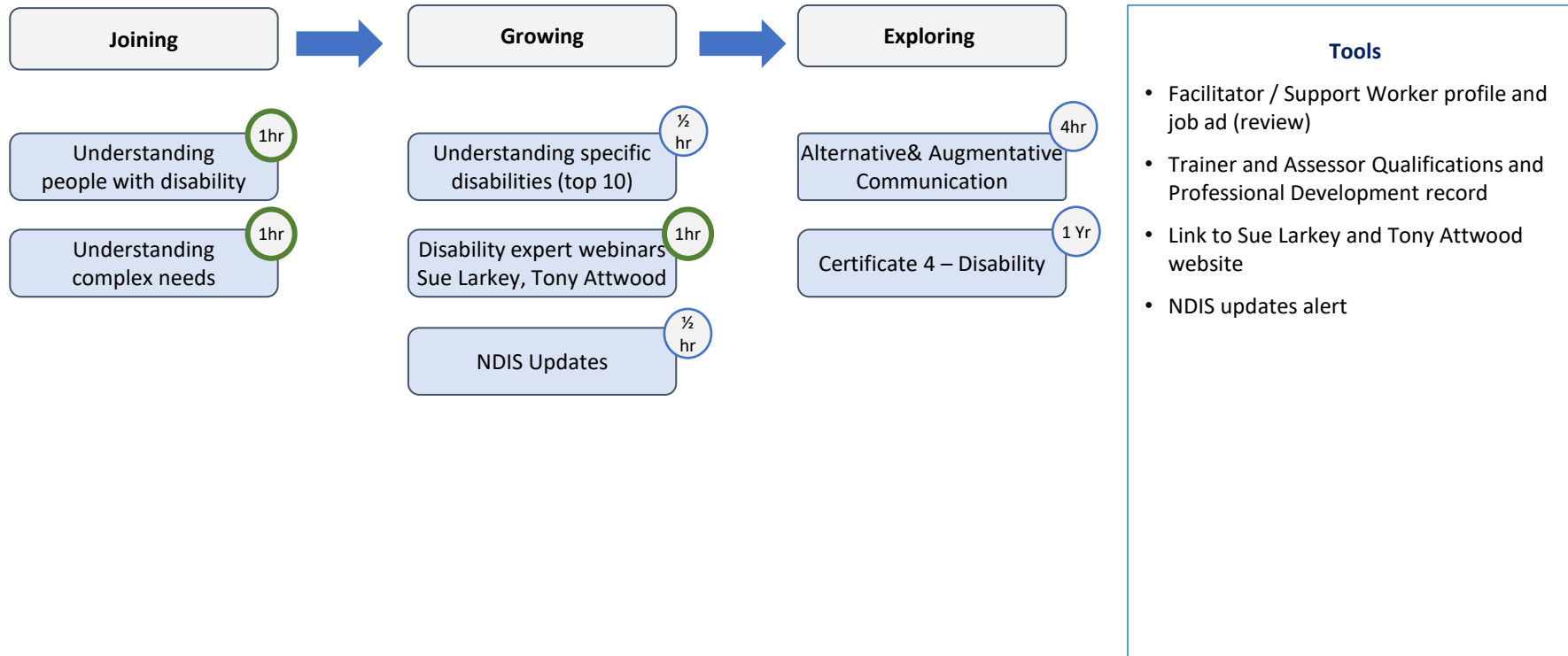
Skills	Management, Administration, Drivers	Entry Level Facilitator	Support Worker
Working effective alongside People with Disability (PwD)	●		
Experience working with PwD, current First Aid, Certificate III Individual Support desirable		●	●
Empowering others		●	●
Conflict resolution		●	●
Proven inclusive attitude		●	●
Managing complex communication		●	●
Professional boundaries			●
Leading people			●



Supported Employee Training Program



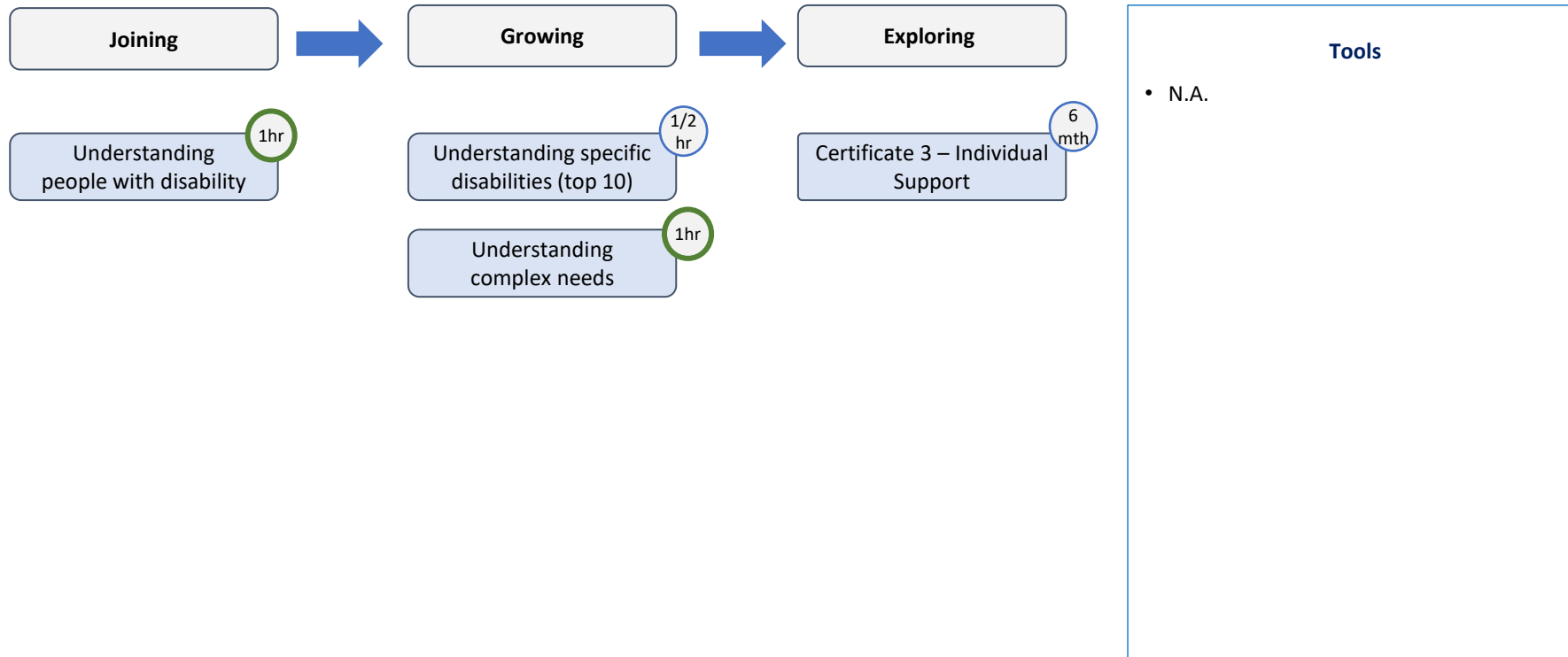
Support Worker / Facilitator Training Program



 Developed



Management, Mainstream and Administration Training Program



○ Developed



System Automation

Dynamics Sales

- MS Dynamics is the preferred corporate system
 - Need detailed support to progress this activity
 - Powerful and complex CRM – potentially over-spec for our needs
 - High degree of customisation required to support the defined requirements
 - Potential for ongoing support challenges – training, adoption and modifications
-
- Zoho is an alternative CRM, already used by NDIS providers with an approximate cost of \$50-60 per month

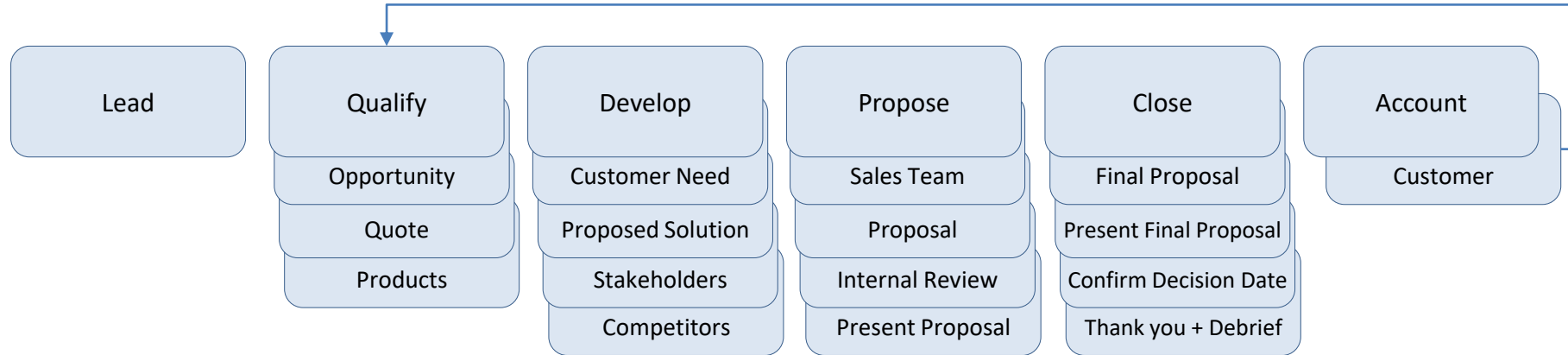
Deliverables

- Defined the requirements (data fields, automated emails, forms)
- Attempted to customise MS Dynamics – proving to be too complex
- Support for customisation too costly and delayed
- Decision to implement Zoho

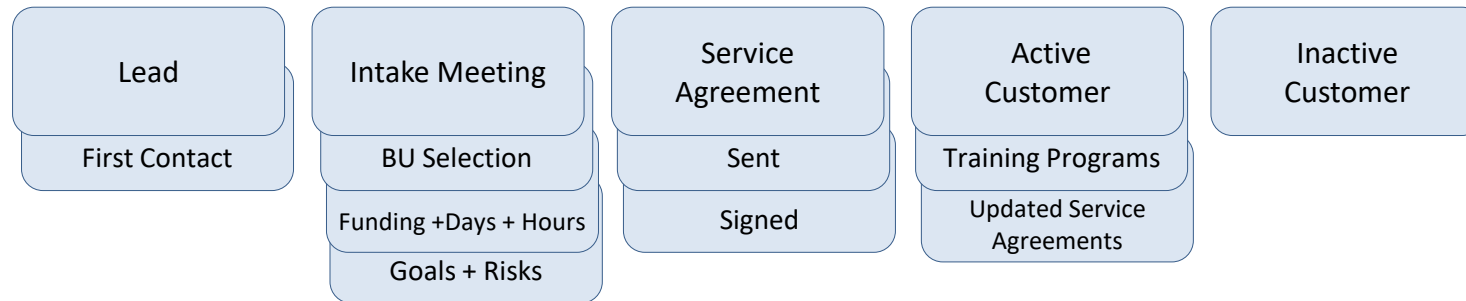


System Automation

Dynamics Standard Workflow



Customised Workflow



44



Procedure Updates

Procedure	Update
Human Rights of Service Users Prevention of Abuse Procedure	No changes required
Individual Plan Procedures	Reviews are conducted by the Disability Services Manager
Supported Employee Feedback – Complaint Procedure	Disability Services Manager is included as a person to lodge a complaint with
Employing New Participants Under the National Disability Insurance Scheme (NDIS) Framework NDIS	Significant changes to reflect the new process and application of the CRM
NDIS – Employment Query Questionnaire Template NDIS	This questionnaire is captured in the CRM and the form used for the initial data capture – this document is not used in the future
NDIS Worker Screening and Risk Management Plan NDIS	No changes required
Transitioning Existing Supported Employee to the National Disability Insurance Scheme (NDIS) Framework	Minor changes to reflect the new process and application of the CRM



Form Updates

Form	Update	Form	Update
Staff Education and Training Record	Form incorporated into CRM	Support Key Words, Phrases & Examples	Not incorporated into CRM
Behavioural Analysis Tool	Form incorporated into CRM	Supported Employee – Letter of Offer	Managed in CRM and e-signature tool
Behaviour Recording Star	Form incorporated into CRM	Supported Employment Reference Check Guide	Form incorporated into CRM
Individual Action Plan for New Employees	Form incorporated into CRM	Supported Employee – File Finalisation Checklist	Form incorporated into CRM
Letter of Offer – Open Employment	Managed in CRM and e-signature tool	12 Week Typical Supports Plan	Form incorporated into CRM
Letter of Offer – Three Day Trial	Managed in CRM and e-signature tool	Service Agreement	Managed in CRM and e-signature tool
Staff Productivity Timing Record	Form incorporated into CRM	Individual Needs and Risks Assessment	Form incorporated into CRM
Incident Report	Form incorporated into CRM	Letter of Variation	Managed in CRM and e-signature tool
Induction Feedback Form	Not incorporated into CRM	NDIS Participant Consent for Collection and Disclosure of Information	Form incorporated into CRM
Training and Assessment Evidence Record	Not incorporated into CRM		



Stakeholder Communication and Engagement Plan

A Stakeholder Communication and Engagement Plan has been developed outlining the details of how we will communicate with their staff through the Disability Employment Transition project. The diagram here outlines the key elements included in this plan.

Communication and Engagement Goals and Objectives:

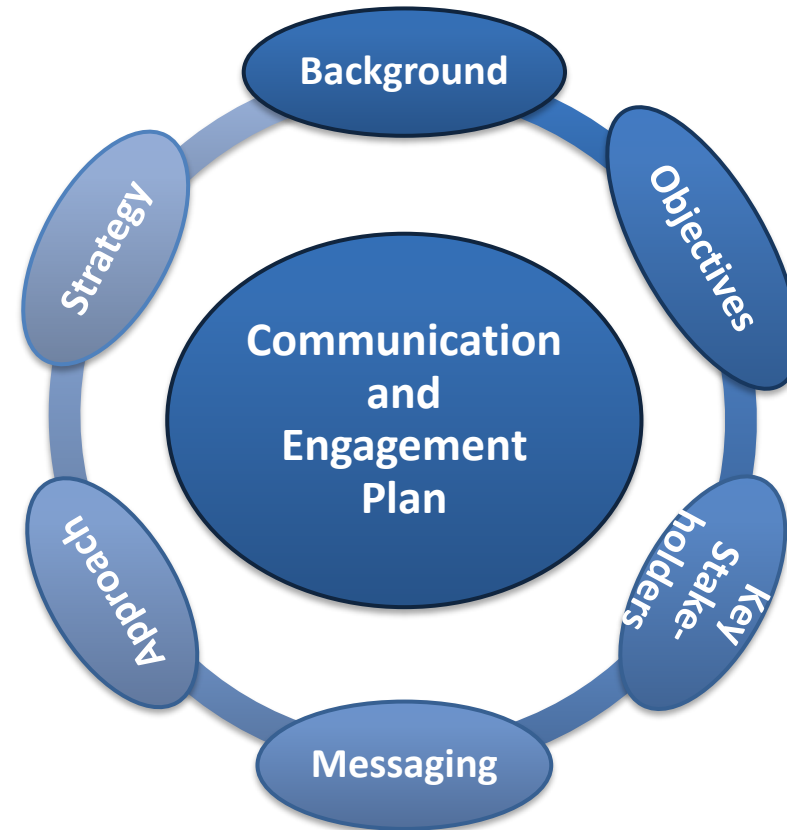
- Goal 1: Increase stakeholder awareness and understanding of the Disability Employment Transition Project
- Goal 2: Increase stakeholder participation and engagement in the Disability Employment Transition planning and implementation

Key Stakeholders include:

- Our Leaderships team
- Supported employees
- Families, carers
- Support workers
- Open Employees
- Mainstream workers

Our Approach/Channels

- We will utilise a range of channels to optimise communication and engagement with each stakeholder group including: individual meetings, FAQ's, use of scripted messages for meetings



Outcomes

- Retained all supported employees throughout the process
- Attracted an additional 10 employees (25% growth)
- Attracted 5 new support workers and 4 new facilitators, achieving required ratios
- Increased number of hours of work available by 20%
- Cost of readiness (approx. \$100,000) was justified by the increase in NDIS revenue for the organisation of \$225k (forecast, annual)
- Process supported a change in culture to be an improved provider of employment pathways and true engagement with Supported Employees



Today's Community of Practice session

1. Discuss what tools providers have used so far in their readiness
 - CRM
 - Financial modelling (Keogh Bay)
 - NDS generic price modelling tool
 - Other tool

Survey as to what you would like to see in future CoP sessions – Menti



Next steps for the sector

Shared learnings

Shared pathways for people

Encouraging collaboration

Referrals of work (eg joint bidding, partnerships)

Communities of practice



Disability Employment Horizons

Bringing our vision to life

Andrew Hamilton
Social Scaffolding

