



# Connecting Pathways to Employment with the Work Integration Social Enterprise (WISE) model

## Project Team

Perri Campbell, Erin Wilson, Jenny Crosbie and Andrew Joyce

## Partners

*genU, Ability Works, Windarring, Disability Trust*



**CENTRE**  
for **SOCIAL**  
**IMPACT**



**SWIN**  
**BUR**  
**\*NE\***  
SWINBURNE  
UNIVERSITY OF  
TECHNOLOGY

## Acknowledgement of Country

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On behalf of those present I acknowledge the Wurundjeri people of the Kulin Nation who are the traditional custodians of the land on which we now meet. I pay my respect to their Elders: past, present and emerging.

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I also pay my respect to all Aboriginal and Torres Strait Islander people of Australia and hope that the path towards reconciliation continues to be shared and embraced.

# Acknowledgements

- Funding from the Department of Social Services: Information Linkages and Capacity Building Program (2021).

## PROJECT TEAM

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# Project Background

- Employment rates for people with disability have remained stagnant in Australia
- People remain in Australian Disability Enterprises (ADEs) for significant periods of time, often do not move into Open Employment
- Existing WISE\* model from previous research, designed for youth employment transitions

\*Work Integration Social Enterprise

WISE Interactive model <https://socialenterprisewellbeing.com.au/animation/index.html>

Work Integration Social Enterprise and Ability <https://socialenterprisewellbeing.com.au/index.php/design-for-wellbeing/>



# What is an organisational design model?

Organisation design, or re-design, focuses on aligning the shape and structure of an organisation with its strategy.

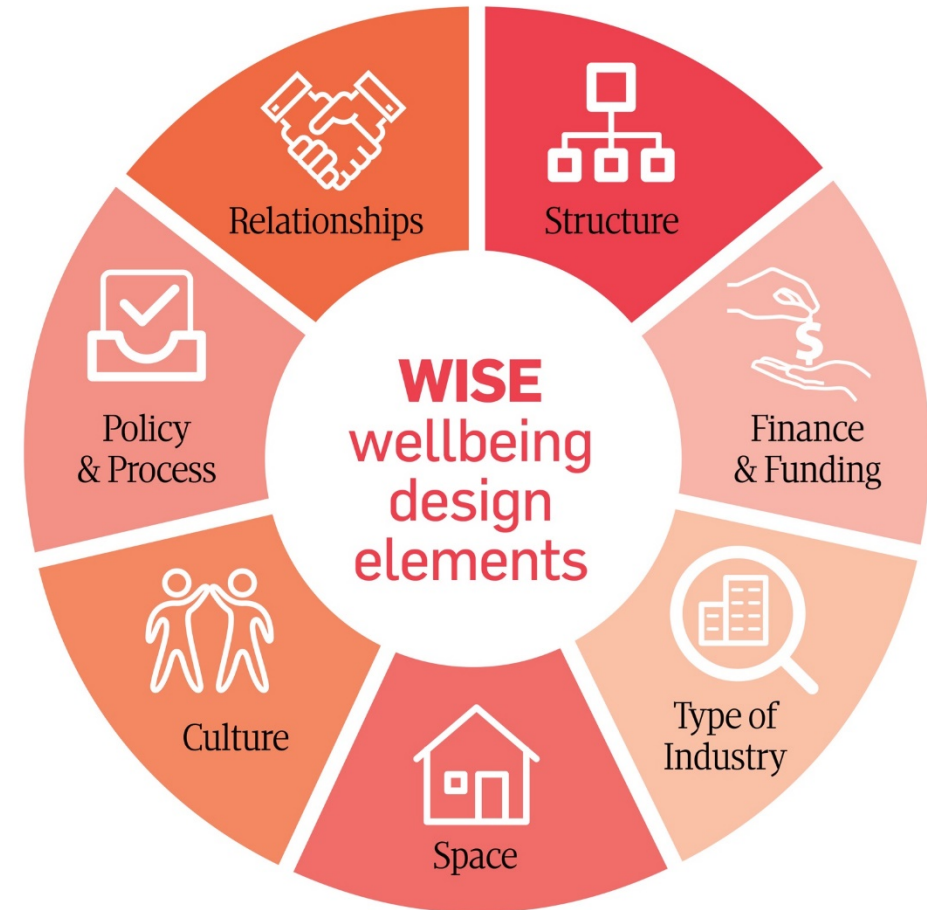
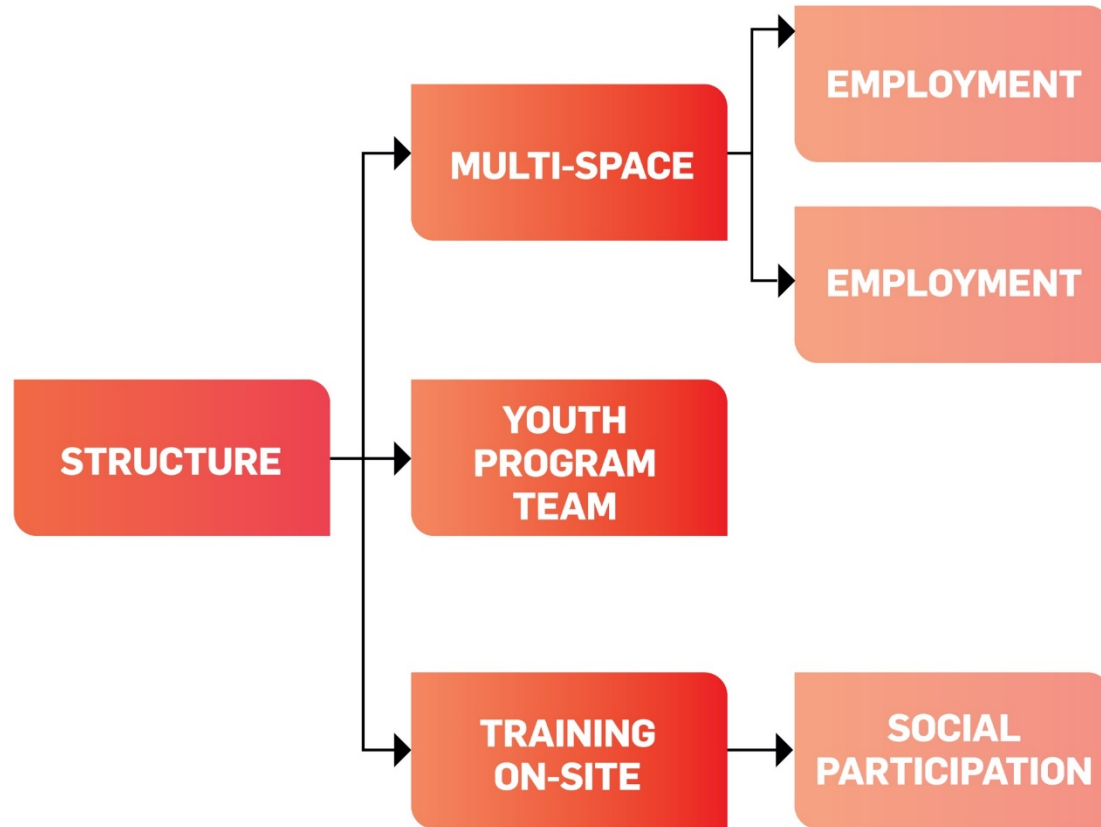
An organisational design model is a framework that can help organisations to implement structures and strategic plans in order to achieve their objectives.

[Organisation Design | Factsheets | CIPD](#)

Image from:  
<https://www.aihr.com/blog/organizational-design-models/>



# Work Integration Social Enterprise 'WISE' MODEL



# Work integration social enterprise model for ADEs

- Customised Employment and job carving**
- Hybrid Employment**
- Discovery**
  - Everyday discovery
  - Formal discovery process
- Using services and supports**
  - Local Area Coordinator (LAC)
  - Support Coordinator and Hands-on Support
- Using funding flexibility**

- |  |  |
|--|--|
| <b>Multi-site locations</b> <ul style="list-style-type: none"> <li>• Diversity and choice</li> <li>• Variety and preparation</li> </ul>  | <b>Training and development</b> <ul style="list-style-type: none"> <li>• Hands-on learning and training</li> <li>• Certified and accredited training</li> <li>• Task matching</li> <li>• Modifying work practices and accessible equipment</li> <li>• Building personal, social and real work skills</li> <li>• Real workplace conditions</li> </ul> |
| <b>Wraparound support team</b> <ul style="list-style-type: none"> <li>• Tailored support</li> <li>• Mentoring and check-ins</li> <li>• Healthy work-life balance</li> <li>• Transport</li> </ul> |  |

- Environment and work pace**
  - Busy environment
  - Calm environment
- Accessible and modifiable layout**
  - Accessibility and adjustments
  - Outdoor learning and work
- Safe time and areas**
  - Quiet rooms
  - Walking and driving

- Who should work at the WISE?**
  - Guidance for staff
- Formal communication channels**
  - Staying in touch throughout the day
- Engaging stakeholders**
  - Communication with family and networks
- Policies that support disability**
  - Intake
  - Shared rules
  - Risk management
- Tailored business systems**
  - Visual and tactile tools
- Structure, routine and support**
  - Daily structure
  - Staff visibility



- Type of industry**
  - Diverse industry engagement
  - Inclusive industries
- Labour market and employment**
  - Employable skills

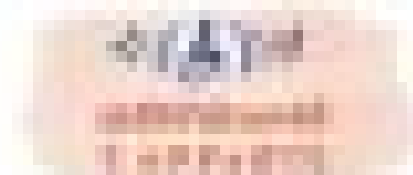
- Social good and financial benefit**
- Funding options**
  - NDIS funding
- Diverse business offerings**

- Going 'above and beyond'**
  - Trust
  - Respect
- Belonging**
  - Buddies working together
  - Understanding
- High quality products and services**
  - Quality focused business

- Building shared goals and knowledge**
  - New relationship opportunities
  - Shared goals for pathways
- In-depth relationships**
  - Trusting relationships

# EMPLOYMENT, DISABILITY & THE WISE MODEL

Recognised as a leading expert in the field of disability employment





# ILC PROJECT CONNECTING PATHWAYS to EMPLOYMENT



## PROJECT BACKGROUND

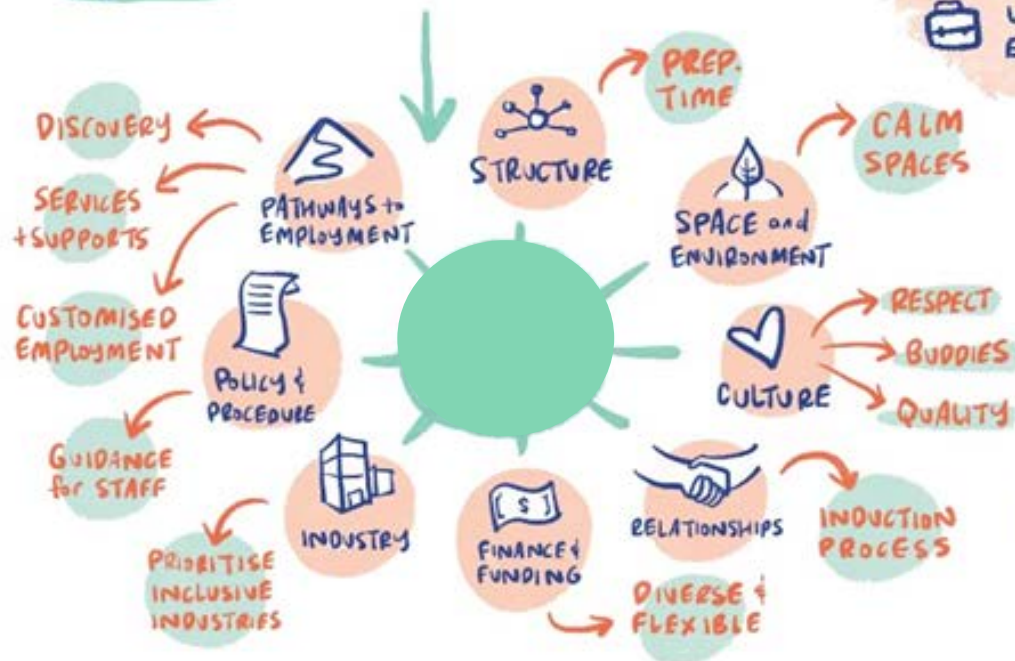
EMPLOYMENT RATES for PEOPLE with DISABILITIES have REMAINED STAGNANT for MANY YEARS in AUSTRALIA...

## EMPLOYER TOOLKIT

- AWARENESS RAISING
- GUIDE and FACTSHEETS
- J O B SHADOWING
- W O R K EXPERIENCE

## BARRIERS and FACILITATORS TO EMPLOYMENT

- |                                |                         |
|--------------------------------|-------------------------|
| LACK of FLEXIBILITY in FUNDING | INVEST TIME & RESOURCES |
| LACK of EMPLOYER KNOWLEDGE     | SUPPORT NETWORKS        |
| REDUCED SUPPORTS               | PREPARING EMPLOYERS     |
| SOCIAL STIGMA                  | INCLUSIVE CULTURE       |
| SPECIALISED SKILLS             | CUSTOMISATION           |
| PREP & SUPPORT                 | ON-the-JOB SUPPORT      |



UNDERSTAND MY GOALS

UNDERSTAND MY NEEDS & ABILITIES

- JOB SHADOWING
- WORK EXPERIENCE
- JOB CARVING

HYBRID MODELS

SUPPORT TRANSITION



THE TRANSITION to EMPLOYMENT is NOT a ONE-WAY PATH! IT REQUIRES FLEXIBILITY, CUSTOMISATION and SUPPORT for EMPLOYERS.

JESSAMJ GEE 2012

# >>> Culture



## Going 'above and beyond'

- Trust
- Respect

## Belonging

- Buddies working together
- Understanding

## High quality products and services

- Quality focused business

'They're excellent here ... You're not looked at or judged like you have a disability here.'  
(Supported Employee)

'Staff and crew are working side by side... but we're becoming more like an Open Employment style business because we're getting more Staff and they're working side by side.'  
(Staff)

"So can you do hampers? Can you bring us a small, medium, and large?" And we actually went one further. We took about eight different-sized boxes, and then we took four big boxes of just all different products.'  
(Staff)

Respect

Buddies

Quality

# Pathways to employment



## Customised Employment and job carving

## Hybrid Employment

## Discovery

- Everyday discovery
- Formal discovery process

## Using services and supports

- Local Area Coordinator (LAC)
- Support Coordinator and Hands-on Support

## Using funding flexibility

'... people don't want to leave Business Enterprises because it's a safe, supported environment and I get that, like we don't want to leave something that we love and that our friends are there and we've built relationships. So it's about having those conversations but it doesn't necessarily mean you have to leave – maybe you could be doing something at Business Enterprises and in Open Employment.' (genU Staff)

Hybrid





## ➤➤ Customised Employment Steps

Supported Employment (Business Enterprises)



Discovery and Individual Support plan



Relationships with employers/match participant



Participant and employer expectations



Map the workspace - introductions/tours



Supported Job Placement/Trial

# Community Facing employment

- *TransCen* employment service takes a community facing approach to employment.
- Individuals are engaged with local employers in various ways, rather than segregated in educational or groups work settings (Murphey et al. 2014).
- The relationships that individuals develop within their working community are vital to personal development, network building.



# Current work



## Careers at Windarring

If you want a career where you can make a real difference to people's lives and you are passionate about supporting our clients to lead full and purposeful lives, then consider working with Windarring!

Careers



## Do GENUINE Good

With a strong history of committed leadership and values driving growth, we invite you to bring your professional skills and passion to our motivated team.



## Ability Works provides employment in:

GET IN TOUCH



Packing and assembly including pick, pack and dispatch



Records management including document scanning and mailroom services



Inclusive design consultancy services



Metal and wire fabrication



# WISE Training Guide



## STRUCTURE

Allow time for individuals to **prepare** themselves to change work spaces and environments



## SPACE & ENVIRONMENT

Provide **calm spaces and busy/active spaces** for work by sectioning off tasks and work areas



## CULTURE

Create opportunities for **Supported Employee voices** to be heard; i.e. feedback at staff meetings



## RELATIONSHIPS

Set up an **induction process** for supported employees, a briefing for all employers/ staff to build team work and strengths based culture



## FINANCE & FUNDING

Consider **diverse business offerings**: running multiple businesses or enterprises in key industries can help to secure relationships, jobs and contacts with a range of partners



## INDUSTRY

Prioritise **inclusive industries** that offer a supportive workplace culture and environment



## POLICY & PROCEDURE

Provide **guidance for staff** about how best to provide support



## PATHWAYS TO EMPLOYMENT

Create pathways to outside work experiences and opportunities that **match up with individual interests, strengths and needs**



# Good Sammy – CEO Kane Blackman

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Innovative services from Good Sammy



*Thank you*

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