

# Disability Employment Services



## Good Practice Case Studies





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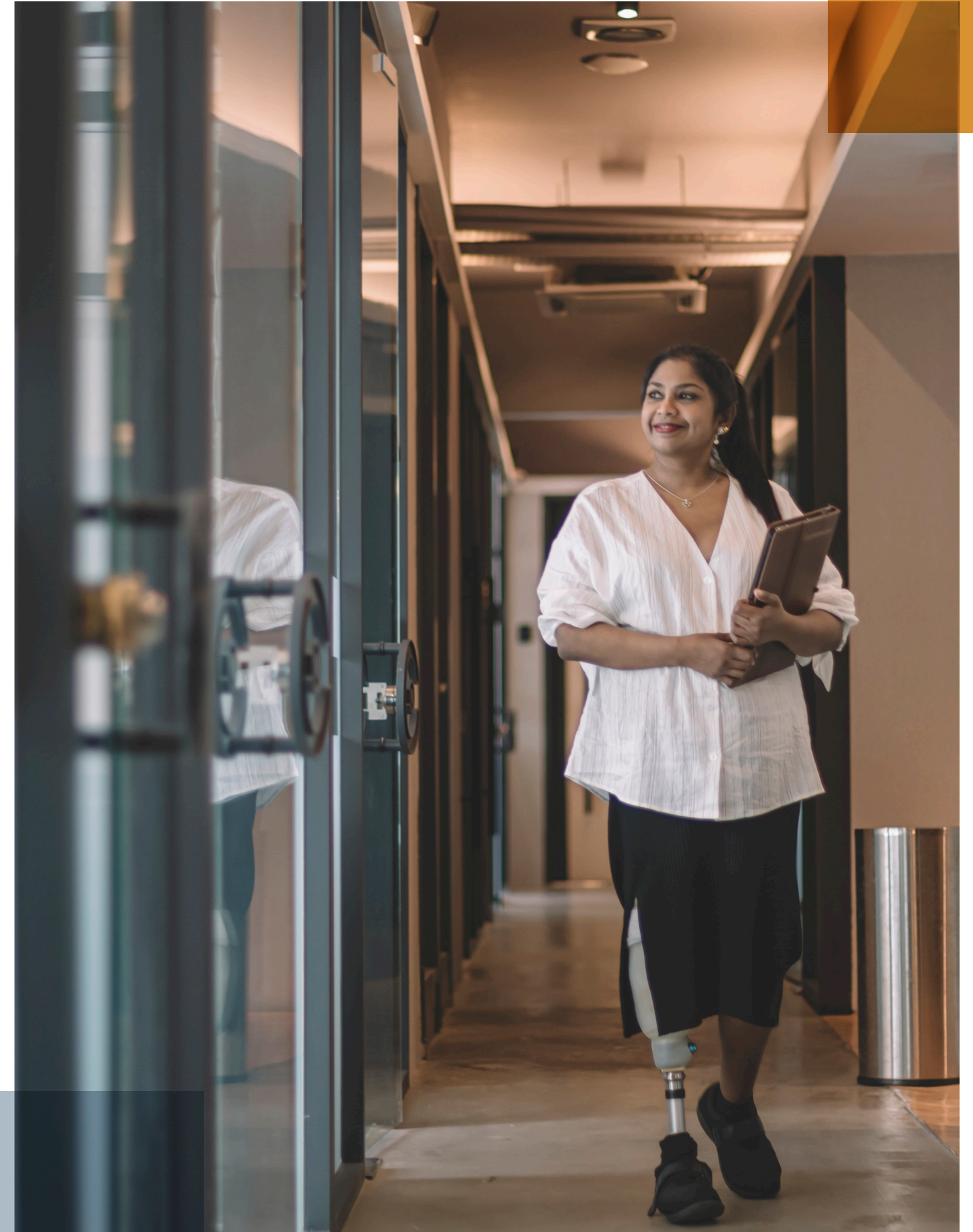
# Introduction

The Department of Social Services (DSS) has partnered with the four provider peaks to commission a research project that aims to showcase examples of good practice in Disability Employment Services (DES). The project aims to examine the delivery of quality services in the DES program that meet the needs of people with disability, employers and the community.

The objective of this project is to add to the DES reform agenda by identifying key elements of good practice including systems architecture, service delivery models, employer relations and provider capability. The examples feature a range of programs and initiatives that demonstrate good process, innovation, quality assurance and organisational practices among DES providers.

89 Degrees East, a national data, strategy, and delivery agency were engaged to conduct the interviews and compile the following report. The sample group of interviewees for this project included a representative mix of DES providers from the different states and territories. In line with the objective of highlighting good practice in general (rather than prescriptive) terms, providers have been de-identified to avoid bias or promotion.

This report is written from the perspective of the providers themselves, talking directly about the work they do and their efforts to embed good practice in their daily operations.



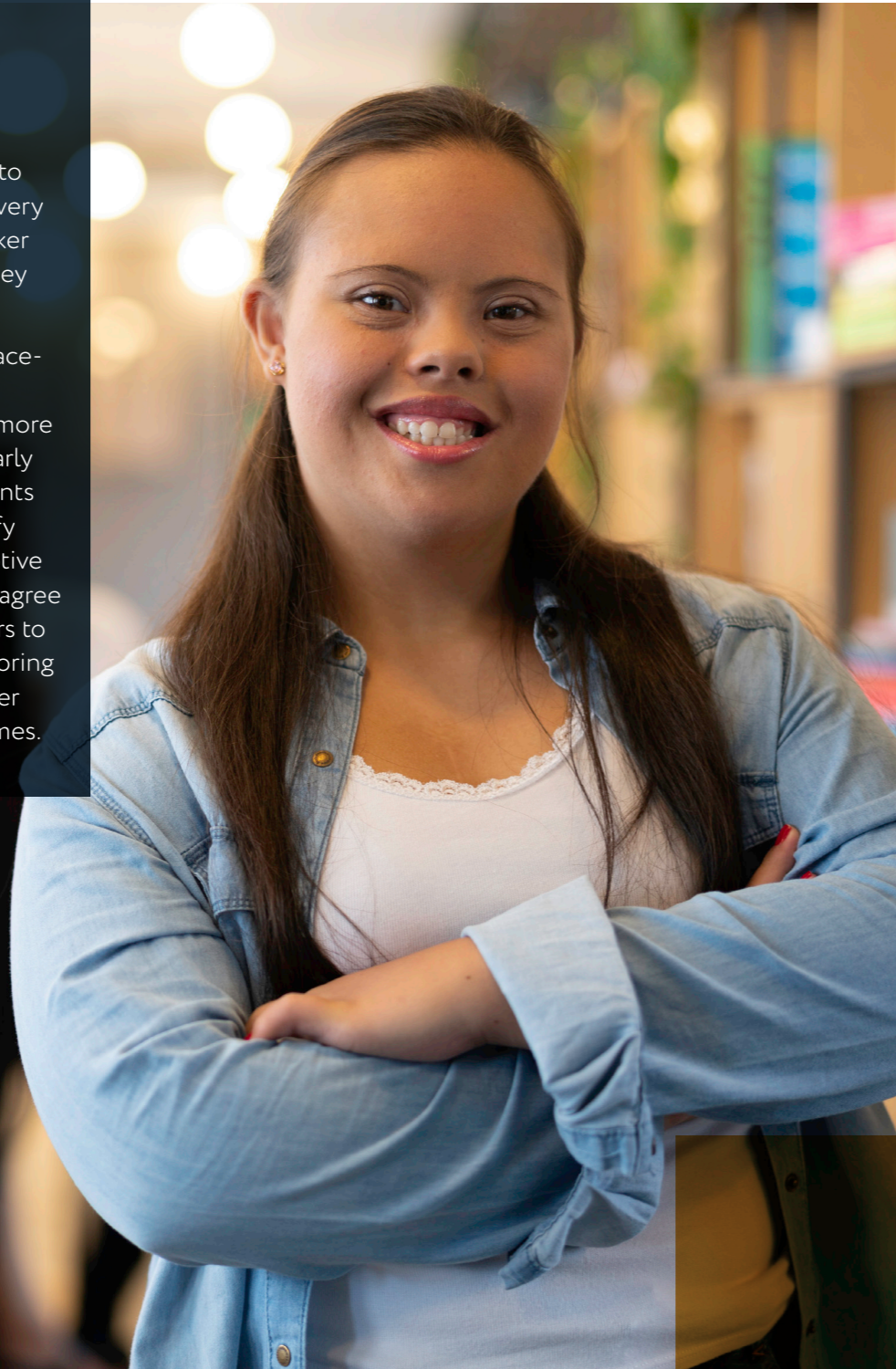
## SECTION 1

# Person-centred service delivery

## Planning and placement

We take a personalised approach to employment services and make every effort to connect with the jobseeker and explain the process so that they feel informed and empowered.

We schedule a minimum of two face-to-face appointments per month, although some clients may need more regular intensive support in the early stages. Our employment consultants use these appointments to identify the jobseeker's interests and adaptive skills, help them set goals, and to agree on steps for addressing any barriers to employment. Developing and tailoring the plan to the individual jobseeker results in better long-term outcomes.



## A structured support model

We are intellectual disability specialists, typically working with clients on the autism spectrum, or with a disability that has had an impact on their cognitive and intellectual development. Our service delivers a structured support model, offering hands-on support and operating with small caseloads of around 20 clients per job coordinator. We take a 'discovery' style to our skills assessments, getting to know the client before we work with them on potential placement options. We find out who they are, what they enjoy doing, their career goals and aspirations. We also look carefully at their existing networks, their daily routines and capabilities like helping with chores at home or catching public transport. From that, we build a strong understanding of their capacity and work out any barriers to address before proceeding to the next stage of job matching.



## Customised job placements: the 'gold standard'

Our approach supports 'carving' of roles to suit the needs of the jobseeker and the employer. All our placements are tailored on-site after looking at every dimension of the role: the tasks, the environment, the intersections with other employees and other parts of the business. Whilst it's a very resource-intensive model, it is the one that works to give jobseekers and employers a durable, long-term outcome. We consider it the gold standard.

## Supported work experience placements

Within the first 3 months of working with a client, we try to secure at least one work experience opportunity, sometimes more. These short-term 'tasters' give the participant and their employment consultant a good indication of job preparedness and capacity to cope in the workplace. It also gives our jobseeker the opportunity to try out the type of work they're interested in, and they have the chance to decide if it is right for them. With these insights we are able to promote the jobseeker to prospective employers. It provides an opportunity for the jobseeker and their key worker to understand the jobseeker's skill sets, and areas where support can be provided.

The work experience days are completely supported, with the employment consultant accompanying the client throughout. Due to our familiarity with the participating employers and their worksites, we can turn up and quickly immerse our clients into the routine and get them going on simple tasks without needing to take the employer away from what they're doing.

We have found that employers value the process of offering work experience just as much as our clients value the opportunity to be there and learn new skills.

## Labour hire: a valid pathway to employment

We work with people with high support needs and intellectual disability who have significant barriers to employment. We've found that carefully selected labour hire opportunities can provide genuine pathways into longer-term employment for this cohort. It can equip them with essential work placement skills and provide that crucial foot in the door.

To ensure labour hire contracts work in our clients' favour, arrangements have to be carefully managed. Firstly, businesses must provide correct pay and entitlements, our clients do not come at a discount rate! Secondly, the roles must be properly integrated into the life of the business with high visibility and impact at both the commercial and community level. This is important from the perspective of upholding equality, dignity and inclusion for people with disability. It is not ok to have people with disability working in backrooms, hidden from view.

We recognise that some employers are nervous about making that initial commitment, so labour hire is one approach to hook them in, establish the relationships and rapport, and debunk any misconceptions about what our clients can offer. The end game remains the same: to facilitate long-term employment outcomes for clients and work with employers who are genuine, flexible, and worthy.

## Holistic support on the journey to employment

We offer a 360-degree participant journey model where one employment advocate remains with the client all the way through from entry to exit. The employment advocate conducts the initial assessment and provides ongoing case management, pre- and post-placement support and carries out compliance, referrals, and employer engagement activities. The consistency we're able to offer our clients and their employers through the 360-degree support model is highly regarded because they appreciate only having to deal with one person.

Our client skills-needs assessments are in-depth and allow us to establish their abilities, qualifications and support needs. We can identify urgent initial interventions for housing, mental health or drug and alcohol rehabilitation that may be required before our client is ready to commence their jobsearch plan.

Once we're familiar with the client and their abilities and interests, we go out and talk to prospective employers and carve out a position that will bring value to the business and the employee.

## SECTION 2

# Employer engagement and job placements

## Understanding employer support needs

We take a partnership approach with employers and offer extensive on-site support. For us, it's about building strong, long-lasting relationships through regular contact, thorough upfront planning and ongoing guidance.

These practices are resource intensive but necessary to the success of the placement and to the relationship more generally. Putting in the effort and building rapport between the consultant, the employer, and the jobseeker is essential to avoiding a relapse into unemployment.

Recently we've been working with a young jobseeker who suffers from ADHD and other cognitive disabilities. He had been unsuccessful in retaining work and was very lost in terms of what he wanted to do. He had difficulty remembering instructions and struggled to move between different tasks. We worked closely with him to build his capacity and skills and, after careful discussions and planning with a new employer, we found him a new role early this year.

Initially the employer struggled with how to teach and supervise the employee so his consultant went on-site regularly to deliver tailored support and guidance. The consultant worked closely with the employer and other team members to develop strategies for managing and engaging effectively with the client.

After looking carefully at the required tasks and routines, we discovered that when the client recorded the steps on his phone, he could then move between tasks independently by simply replaying the videos.

This has given him a sense of independence and control in the workplace, knowing that he can rely on his own methods to get through the workday.

The client is nearly at his 52-week mark and is continuously building on the range of tasks he can perform and improving his skills in all areas. The openness and willingness of the employer and co-workers has been a crucial factor in his success. They eagerly undertook disability awareness training and took on board the information regarding the client's complex conditions and strategies for overcoming barriers to his participation.

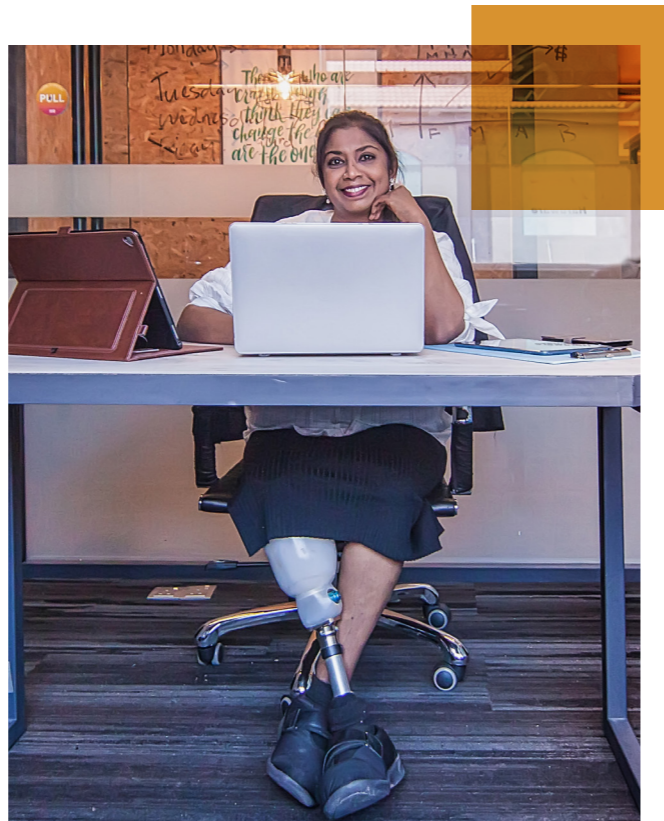
The employer sees a big future with the client and their relationship is strengthening everyday.



## Job carving for best results

Disability employment services requires a nuanced approach to placing people into jobs. The job and the work environment have to fit the participant. We call this job 'carving' and it means approaching an employer to create a role that will add value to their business whilst meeting the skills, aspirations and capabilities of the DES participant.

There is little benefit placing our people into just any vacant position, because if it's not adapted to their needs it simply won't last. This doesn't mean that the job placement will always be a client's 'dream job', but it should have a clear rationale and pathway towards the client's ultimate employment goals. Placements should offer the participant a step in the right direction whether that means developing job related skills or providing relevant industry exposure.



## Delivering value to the employer through 'customising' roles

Once we have located an interested potential employer, our staff will spend 2-5 days on-site identifying which tasks the client can undertake that will provide genuine value to the employer. They will assess how much supervision is required and any workplace health and safety issues that need to be addressed. We don't send our participants to 'interview' with prospective employers in the traditional sense. Employers see that our clients are competent in performing jobs customised to their strengths following systematic on-the-job training. That's the best measure for them.



## Strong employer engagement and education is key

From our perspective, sustainability of the job services model is around securing the employer's commitment. A lot of energy and time is spent with employers and this drives the bulk of our success. We maintain a large local network of inclusive employers across a number of industries to give our jobseekers the best chances of securing a job that will last. We nurture our relationships to attract repeat business and enable job-trial opportunities with employers who are enthusiastic and understanding of the diverse needs of people with disabilities. Our strong emphasis on employer engagement also allows us to establish larger intake placement programs with employers of scale where we can secure upwards of 60 opportunities at the one organisation in a single year. Disability awareness and education is another big part of our employer engagement practices. This includes educating employers about how to make the workplace accessible for the jobseeker, and about changing organisational culture and workplace attitudes. Employers are crucial advocates for our jobseekers and they are incredibly effective at influencing the broader community and getting other employers on board.

One of the great success stories for us during COVID was initiating large intake placements in response to significant labour market impacts during the first lockdown.

To ensure we could continue to provide employment opportunities to our participants, we identified areas of the market experiencing increased demand as a result of the pandemic, including essential retail and cleaning services. We then partnered with larger employers in these key areas to respond to their workforce needs, providing a steady flow of recruitment, job readiness training and on the job support. In November 2021, 19 participants from one of our large intake projects successfully achieved 52 weeks continuous employment with a local business. These partnerships with large employers provide sustainable employment to our participants and inform and improve workplace inclusivity and access across our geographic footprint.

## Ongoing support

We approach employers that we determine will be the right fit for our client after a lengthy screening and assessment process. We work with them to develop the right role based on our client's capacity and suitability. This approach aligns with an ongoing support (OGS) model where our consultants are highly engaged in establishing the role, identifying workplace modifications, putting the appropriate supports in place, and regularly monitoring and assisting both the employer and the worker for as long as required.

People over 55 years of age who have faced long periods of unemployment are growing as a proportion of our caseload. In regional areas, we're finding this cohort has experienced prolonged periods of unemployment linked to the effects of drought, bushfires and Covid. In their case, a proactive advocacy approach is essential to delivering positive employment outcomes. Delivering ongoing support is time intensive but being onsite and nurturing the relationships with the jobseeker and employer is worth it for the positive outcomes we are able to achieve.

## SECTION 3

# Community connections

## Establishing a network of community partners

To drive good results, we take the time to develop strong community linkages. We measure success in terms of what we've been able to achieve for the jobseeker as well as the positive flow on effects within the broader community. Our anchor point is our region and its people and our longevity is due to the trust we have built up over time. If there are services that are not our expertise, we're able to refer participants to a network of community partners in housing, food security, mental health, rehabilitation and other services. Long-term, sustainable employment for our participants requires a holistic approach and that means linking with community leaders, essential services, industry, and local decision-makers to find solutions to challenges and to source great opportunities for our DES participants.



## Grassroots community building

The strength of our results comes from being embedded in the communities that we serve. Our goal is to have a positive impact by putting down roots and working alongside jobseekers and employers in the towns and regions where we operate. Even during labour market downturns when mainstream service providers might have packed up and moved on, we remain a constant presence. That commitment pays dividends when things pick up again and we're there, ready and able to get things done because of the quality and longevity of our relationships and the established trust.

## Being a part of the communities we serve

We are a fairly large provider and experts at service delivery in regional areas. We have intergenerational relationships with our clients and employers where we might have been dealing with the fourth or fifth owner of a business, or the sons and daughters of the original business owner. We have clients that might have been placed ten to fifteen years ago and we've been there supporting them and watching their personal growth and the positive impact they've had in the workplace and in their community.

Of course, it can be tough in the regions. Services and supports that can make a big difference for our clients are often lacking. Thanks to the strength of our partnerships and engagement in smaller communities, however, we are often able to overcome those challenges by working closely with community partners such as training providers, allied health services and local leaders to rally around our clients. Smaller communities tend to band together to support one another. That's why it is so important to be part of the community you serve.

## Working with schools and school-leavers

We love working with secondary school kids. We'd like to see more early supports and transition plans in place for young people with disability as they move into their post-school years. There's a heightened risk of disengagement in those first few years out of school. If we engage with these young people early enough and in a way that follows the pathways between education, training and employment, we can achieve great outcomes with them.

We assist students to access training and volunteering experience to prepare them for the world of work. We might use those opportunities to develop their communication skills or transport travel proficiency or support them into job-specific training. Once the young person moves through their school-leaver program, they may be eligible for DES and be well-placed to move towards a supported job placement.

We link in with young people through our 'adopt-a-school' initiative. Eligible NDIS participants receive two years of transition funding which allows us to work with those students on identifying their goals and aspirations through discussions and skills assessments. Through that process, we're able to identify areas where they require support to gain greater independence.

## SECTION 4

# Innovation and Research

## Seeking out roles in areas of skills shortage

We've been successful at aligning opportunities for job seekers in skills shortage areas, particularly in hospitality and retail. Sometimes it requires partnering with an RTO to do the preparatory work to get our participants ready. We never set our clients up to fail. Recently, we took on a diversity and inclusion contract with a major hospital. The combination of our accountability mechanisms, good communication and participant preparedness has helped it grow to be one of the best programs we've run. The employer has been really impressed with the way we support and assist our clients to enter the workplace and provide them with relevant skills to facilitate a smooth transition into work. The program has achieved 80 per cent retention among participants, securing a stable and job-ready workforce for the employer.



## Quality assurance and continuous improvement

Compliance and quality assurance has become a significant part of our operations. Each year we have about four agencies conducting audits on our range of service delivery contracts including DSS, DESE, NDIA, and Services Australia. We also undergo audits for compliance against the National Standards for Disability Services.

We have a dedicated Quality Assurance (QA) department that is responsible for developing and executing our Compliance Plans and ensuring our practices are robust, current and well understood by all employees.

We aim for above-95% compliance at any given time and we self-audit before the external audits so that we're ahead of the game and can identify areas for improvement.

Our schedule of rolling audits and spot-checks also works as a feedback loop to the rest of the organisation, enabling early detection of inconsistencies or issues before they escalate. Taking this proactive approach means there are few surprises and management can access real-time information about how the organisation is tracking against the Standards and against our contractual obligations.

Our QA team carries the load of audit and risk tasks so that our jobseeker consultants can concentrate on what they do best to support clients. This is a deliberate strategy to improve productivity and staff satisfaction across the organisation and to strengthen outcomes for the people we serve.

## Evidence-based approach to all activities

We support people with a moderate intellectual disability and strive to implement best practice that works. That means taking an evidence-based approach to everything we do from recruitment and training of staff to job placement methods and client support models.

We attribute our results to our commitment to designing systems that work, which often means looking further afield, including overseas. At other times, it may mean commissioning the research ourselves. We have partnered with leading researchers to uncover best practice and provide high quality services to individuals and employers.

We follow a four-pillar open employment model that demonstrates superior employment outcomes for people with intellectual disabilities when compared to alternative service approaches. It's resource intensive, but it works and that's what matters to our clients and their employers. The approach also achieves government savings relative to the cost of alternate NDIS services because it achieves improved outcomes, including higher wages and weekly hours and better job retention.



## Ongoing support model

The components of our four-pillar model include personalised client assessments that determine job preferences, the types of tasks the client can perform and any situations that should be avoided. Customised job opportunities are developed by contacting employers and negotiating highly modified jobs that meet a need for the employer and are consistent with the individual's choice and the tasks they are able to perform. Job site training, typically lasting 7 weeks, incorporates systematic instruction to support the client until they are consistently performing at the agreed employer standards. Ongoing support for both the individual and the employer continues for as long as the individual remains employed because clients with a moderate intellectual disability typically require support whenever changes occur.

## Industry awareness

We take a proactive approach to our job search efforts and this includes keeping informed about industry recruitment cycles and upcoming placement opportunities for our clients. One way we achieve this is by maintaining an up-to-date industry calendar. This is a shared tool that allows us to monitor and track recruitment rounds of the major employers in each of our regions. For example, the calendar can signal when the Gold Coast theme parks are commencing their summer recruitment rounds. There are lots of seasonal recruitment opportunities in various sectors including tourism, hospitality and agriculture, to name a few. It is helpful to track these to ensure we're ready to constructively engage placement opportunities when they arise.

## Recruitment innovations

Attracting and retaining quality, experienced and skilled personnel is always a challenge in a competitive labour market. We try to streamline our recruitment approach with a centralised HR system and innovative tools to seek out our preferred recruits. Candidates undergo Artificial Intelligence (AI) interviewing via telephone where they record answers to a set of questions which are provided to them prior to the interview. We're generally looking for certain qualities and attributes among candidates, so we might include questions such as: "Describe a time when you have dealt with conflict in the workplace" or "Describe a time when someone has challenged your values and integrity."

Generally speaking, candidates that successfully complete this stage of the recruitment process have shown a keen interest in the work and demonstrated a level of preparedness and proficiency which makes shortlisting more straightforward. The next round of interviews is conducted face to face with senior staff and provides an opportunity for us to explore a candidate's work history and technical skills, as well as delve into some of their recorded interview responses.

## Adapting to COVID

During the last two years, there has been a lot of change for all of us. It was fortunate that just before the pandemic we had migrated to a new IT system that allowed greater connectivity between staff across dozens of different sites. It meant that we were able to produce and record training and professional development programs which could then be delivered online. Our capacity to operate remotely has been fast-tracked and advanced as a direct result of COVID and we recognise this as a new and unexpected advantage.

## Record management system that puts clients first

One of the challenges for any DES organisation is building a strong case management tool that can meet the needs of specific participants. After using third party software products and finding they weren't fit for purpose, we created a customised case management and data system that combines contract performance tools, file-noting, data analytics, service level indicators, monitoring and reporting mechanisms.

From the user perspective, the database offers us seamless record keeping and data management across our network of branches and services, allowing participant and staff records to be managed from anywhere, anytime. This also improves consistency and engagement and ensures that participants feel heard and understood in their interactions with their service provider and don't have to retell their story each time.



## SECTION 5

# Service culture and staffing

## Big enough to do the work but small enough to care

To give our clients the quality of results that we aspire to, we are committed to running the organisation in a way that is ambitious but sustainable, with an emphasis on growth aligned to our core values. This includes a commitment to diversity and inclusion in our workforce, with over 32 per cent of staff with a disability in our team.

We have a highly capable Board of Directors who bring outstanding business acumen and enormous passion to their role. Part of their focus is on invigorating Employer Engagement to ensure we have a reliable pipeline of placement opportunities for jobseekers.

Innovation is also key to our strategy for delivering on our purpose to change lives. We are partnering with emerging industries to ensure we can continue to achieve above-target results to secure meaningful, long-term work for our clients. We are linking with schools and community groups to expand and grow our referral services and increase participation of people with disability in the workforce, particularly in those critical post-school years.



## Embedding values and standards into our work practices

We embrace a workplace culture and philosophy that values the work we do and who we do it for. Our key performance indicators are kindness, care and honesty because these attributes help us help others and guide our interactions with colleagues, clients and employers alike. Our staff know and understand the principles behind the National Standards for Disability Services and they embed them in their everyday tasks.

Our staff are proactive in developing and nurturing relationships with partner organisations, external support service agencies and employers. We never leave things to chance. We know that the time we put into these relationships and the quality of our interactions with these groups ensures that we can deliver better long-term outcomes for the jobseekers who entrust us to help them reach their goals.

When we bring on new staff to fill employment consultant roles, we provide immersive on-the-job training. New recruits are working with clients (under supervision) from day one, week one. We are upfront and honest about the challenges that employment consultants are likely to face, and we give them the tools to work out how to address those challenges when they arise. We think that's the best way to induct new staff and help them establish a true picture of what the job entails. The intention is to ensure the people we employ are making the right decision about whether this important role is suitable for them.

## Strengths-based approach

All of our staff are driven by our mission and purpose to do the best we can to help people with a disability find meaningful and long-lasting employment. Having people with disability on staff and on our Board means that our policies, practices and decision-making better reflects the lived experience of the people we serve. More than a quarter of our staff have a disability, which has a profound influence on our workplace culture, our outlook, and our capability as an organisation. Every two years we conduct an in-depth staff satisfaction survey, and the results help to drive continuous improvement in our recruitment and human resourcing practices. We couldn't do what we do without the skills, commitment, and professionalism of our staff.



## Recruiting the right team

DES is a person-centred program and relies on a dedicated, passionate workforce with a range of skills to deliver good outcomes for people with disability. We put a lot of time and resources into recruiting the right people to support our clients. Candidates undergo several rounds of interviews, including a final interview with the Deputy CEO and a Senior Manager. By involving senior leadership in recruitment, we demonstrate the importance placed on finding the right people who are compatible with our organisational culture, mission and values.

Candidate interviews involve role-play scenarios that allow us to test the strengths and capabilities of prospective employees and also give candidates a good sense of what the job involves.

Our rigorous recruitment process also allows us to identify gaps in skills and knowledge so that we can build a professional learning program for successful candidates in their first 6 months on the job. We aim to understand their strengths and weaknesses and put in place the right supports so that they can thrive as a valued member of our team. This approach gives us the best chance of recruiting and retaining staff for the long-term and offering a workplace where our employees feel safe and supported to take on the job.

### Staff training and professional development

When we're onboarding staff, we begin quite a rigorous training program. Due to the complexities within the DES program and the wide range of functions to learn, we segment the training over two and a half months so that our new recruits are not completely overwhelmed. They might do one all-day session per week, then undertake on-site mentoring, and complete some of their online training modules whilst taking on a small caseload of clients. In reality, the training and professional development piece never ends. We're committed to continuous improvement - for example, our training feedback loop indicated that some staff were having difficulty assessing the support requirements of our client-base so we developed an assessment tool to help staff with this function.

## Measures to support staff satisfaction and retention

In recent years, meeting the significant legal, contractual and administrative requirements associated with operating as a high performing DES provider was beginning to burden our staff and hamper our achievements as an organisation. Staff exit interviews and satisfaction surveys consistently highlighted the problem and we could see it was impacting employee retention. It became such a significant challenge that we took the decision to invest in a team of dedicated admin support staff to alleviate some of the burden from our employment consultants. This has allowed them to re-establish their focus on relationship-building and networking for their clients, rather than on administrative tasks. Staff satisfaction and performance has measurably improved and we believe it has stemmed the flow of staff exiting from consultant roles. In early 2018 we hovered around 20 percent annual staff turnover which increased to over 50 percent within the last few years. With the new admin support in place, this figure is trending downwards. We've shown that we're listening and recognise where our consultants truly value-add, which is with their clients, not their paperwork. However, the costs of this type of staffing arrangement may not be sustainable longer-term.



## SECTION 6

# National Standards for Disability Services

All Disability Employment Services work to these standards to ensure that jobseekers receive good quality services.

**STANDARD 1: RIGHTS**

You have the right to be treated fairly when you use disability services.

**STANDARD 2: PARTICIPATION AND INCLUSION**

You can take part in the community and feel included when you use disability services.

**STANDARD 3: INDIVIDUAL OUTCOMES**

Your service supports you to make choices about what you want to do. You can work toward your goals.

**STANDARD 4: FEEDBACK AND COMPLAINTS**

You can tell people what you think about the services you receive.

**STANDARD 5: SERVICE ACCESS**

Finding and using services is fair. You can access the services you need.

**STANDARD 6: SERVICE MANAGEMENT**

Disability services should be managed well.

## Embedding the National Standards for Disability Services into practice

The National Standards for Disability Services promote choice and control with a greater focus on person centered approaches to employment and advocacy services for people with disability. The standards set expectations in relation to consumer rights, participation and inclusion, outcomes, complaints processes, service access and service management. As the case studies in this report have shown, DES providers deliver a best practice lens across their whole operation. Good practice is demonstrated through a commitment to the objectives and principles in the NSDS and should underpin future program changes so that the participant focus is enhanced.

## SECTION 7

# Provider Insights

This section outlines some commonly identified factors that providers raised in the course of the interviews which may further assist the Department to target reforms of the DES program.

**GUIDANCE ON BEST PRACTICE**

Some providers recommend greater guidance for new market entrants about how to develop and sustain best practice in DES.

**TRUE COST OF DELIVERY**

A number of providers say they would welcome a detailed cost benefit analysis that quantifies and acknowledges the return on investment from delivering disability employment services to a high standard.

**SPECIALIST SUPPORT**

Specialist, ongoing support is considered to be a key driver of quality, sustainable outcomes for DES clients and employers. Some providers recommend that funding should be linked to the jobseeker's disability assessment to enable providers to tailor supports to the client's specific needs.

**DIVERSITY AND INCLUSION**

Several providers recommend introducing mandatory minimum quotas for disability inclusion in provider staffing and Board membership.

**RECRUITMENT AND RETENTION CHALLENGES**

A number of providers say that compliance and administrative burdens contribute to employee recruitment and retention challenges in the DES sector.

**STAR RATING SYSTEM**

Some providers would like to see consumer satisfaction measures at the centre of the star rating system.

**PERFORMANCE MANAGEMENT**

To improve sector-wide standards and lift the reputation of DES, some providers recommend increased accountability and enforcement measures for poor performing providers.

**CHANGING NATURE OF WORK**

Some providers recommend a more flexible definition of employment outcomes that better reflects the varied nature of work by recognising self-employment contracts, flexible or other casual work arrangements for the purposes of measuring job outcomes.

**FINAL INSIGHT**

Following on from this small sample survey, the four provider peaks recommend that DSS engage a significantly larger, long term research project to observe DES 2023 practices as they relate to participants, employers, outcomes, quality service and the program's objectives. This research could inform program continuous improvement. It should be conducted independent of DSS.

Disability  
Employment  
Services

