

Lessons Learned from the British Employment model (WorkBC 2.0 model)

MANNY JUDGE

WORKBC CATCHMENT MANAGER- MOSAIC



INTRODUCTION

- ▶ 11 + years in the Employment industry during which time almost every position from client, Employment Counsellor through to Director across the UK & Canada
- ▶ Managed employment programs up to a value of \$50m, up to 200 staff and 67 partner organizations.
- ▶ Supported over 8000 clients into employment
- ▶ Managed a team of Sustainment staff with a 96% sustainment at 24 weeks
- ▶ Implemented and oversaw a model of validation and billing sustainment's in 3 major organizations, a model which was later used across the industry.
- ▶ Experienced Catchment Manger for both EPBC & Work BC



AGENDA

- ▶ Why the British Employment Model?
- ▶ Brief History of British Employment Programs
- ▶ Why payment by performance?
- ▶ The Work Programme- sound familiar?
- ▶ Activity 1- Challenges
- ▶ Key areas for success
- ▶ Activity 2- Solutions
- ▶ Ministry Support
- ▶ Questions & Finish



**Please Silence
Your Cell Phone**



WHY THE BRITISH MODEL?

- ▶ There are a significant number of similarities with the UK Employment Programs to the payment by performance employment programs in BC.
- ▶ These similar Employment Programs in the UK started as far back as 2011 and have gone through many similar challenges to those we may face in BC today.
- ▶ Elements of the British Employment Programmes model has gone on to be used across the world as far as Australia.

BRIEF HISTORY- BRITISH EMPLOYMENT



▶ 1980s & 1990s

Many governments across the world began to focus on the use of a range of measures as a means to tackle long term unemployment. This involved providing intensive employment support, training and work experience to help individuals tackle the barriers they faced to getting into employment.

▶ 1997- 2010

During this time, the UK launched various employment programs aimed at supporting specific client populations into work including New Deal, Employment Zone & Flexible New Deal. During the later period, both for profit and not for profit organizations used to deliver employment programs and we started to see an increase in partner organizations.

THE WORK PROGRAMME



► 2011

The vast majority of programs came to an end in the spring of 2011 and were replaced by a single mainstream employment programme – The Work Programme. This builds upon many of the features of predecessor programs including flexibility for providers, **payment by results** and a focus on long term jobs.

Work Programme contracts last up to five years and incentivise providers to help jobseekers progress in **sustainable employment**.

The Work Programme is very comparable to the new Work BC.

WHY PAYMENT BY PERFORMANCE?

- ▶ Move more participants into work
- ▶ Move participants into work sooner
- ▶ Move participants into work for longer
- ▶ Lead to less 'parking' of harder-to-help groups
- ▶ Encourages clients to become more independent
- ▶ Offers better value for money



THE WORK PROGRAMME- SOUND FAMILIAR?

- ▶ Both voluntary and mandated clients
- ▶ Payment by performance
- ▶ Program heavily back funded to focus on payments for long term sustainment's
- ▶ To bill a sustainment, clients are required to be free from government assistance
- ▶ Sustainment payments vary based on specific client population groups
- ▶ A combination of both for profit and not for profit providers
- ▶ Documented evidence required to bill a sustainment

CHALLENGES- SOUND FAMILIAR?

- ▶ Challenges in obtaining evidence of employment/sustainment
- ▶ Challenges in obtaining consent from clients
- ▶ Challenges in maintaining rapport and relationship with clients who are employed
- ▶ Difficulties with clients who maintain their government assistance and cannot be billed
- ▶ Reluctance from staff to really get behind a new model
- ▶ A reduction in the number of qualified staff within the employment industry
- ▶ Difficulty in finding accurate data to forecast and model budgets
- ▶ Fixed fees not covering all the running costs

ACTIVITY 1- CHALLENGES

What are the 3 biggest challenges you have faced with the new Work BC Model ?

10 Minutes to discuss

APPROACH TO THE CHANGE

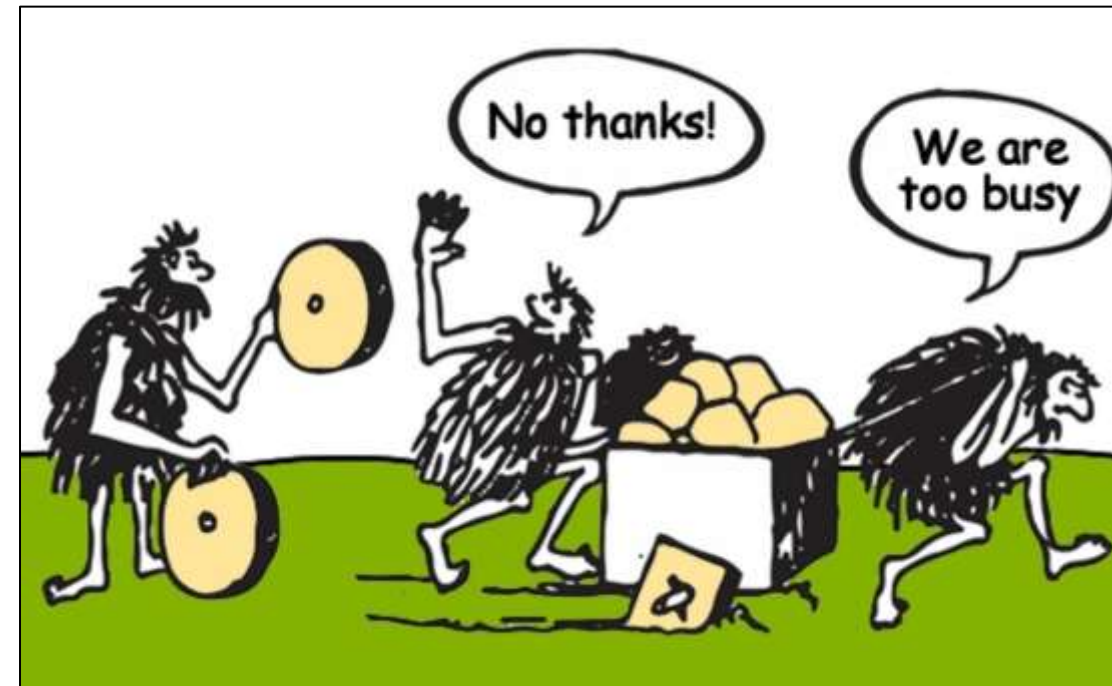


The payment by performance model, specifically a sustainment based model required a new approach and new thinking.

The providers approach could be classified into 3 categories.

- 1) They understood the model from day 0 and implemented change
- 2) They gradually brought in change 6 month -1 year after the program started
- 3) They made no major change and continued as normal

Not surprisingly those who took option 3, struggled the most and generally had the lowest performance.



WHY CHANGE



Working Links
Ingeus
A4e
Avanta
G4S
Seetec
Serco
Employment & Skills Group
EOS
PPDG
Newcastle College Group
Rehab Job Fit
Prospects
Learn Direct
Cityworks
Interserve
Maximus
Reed
JHP

This is the list organizations awarded The Work Programme back in 2011. 40 contracts were provided to 19 different organizations.

Note: the 12 organizations in blue have subsequently either gone through a takeover or merger, or fallen into administration.

TIME TO CHANGE

When the winds of change blow, some people build walls and others build windmills.

THE MOST DANGEROUS PHRASE IS:

Because we've *always* done it this way.

attn:

KEY AREAS FOR SUCCESS

6 KEY AREAS FOR SUCCESS

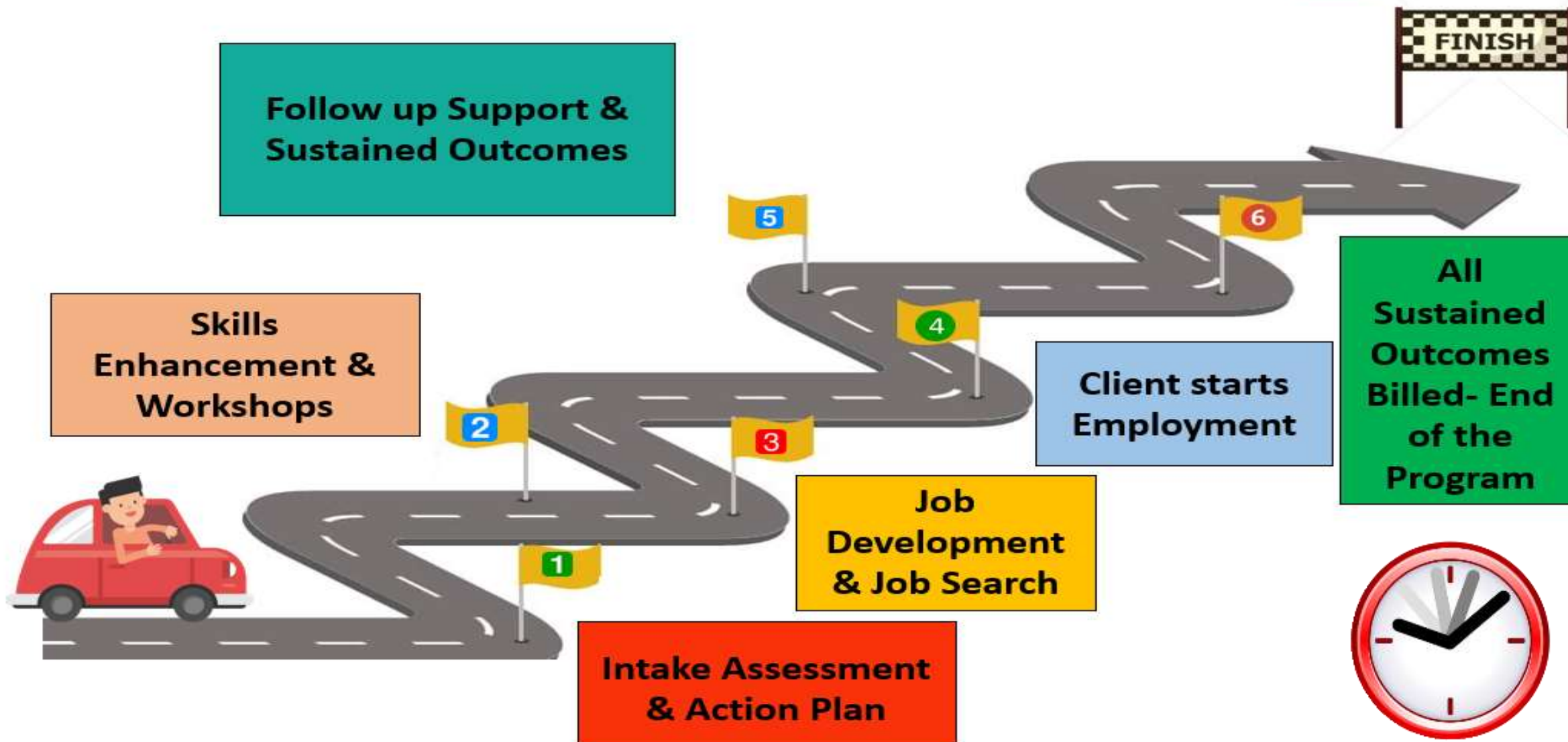
- ▶ 1) CULTURE OF PERFORMANCE
- ▶ 2) CLIENT JOURNEY & CLIENT RELATIONSHIP
- ▶ 3) EMPLOYER ENGAGEMENT
- ▶ 4) SUSTAINMENT
- ▶ 5) STAFF RECRUITMENT & RETENTION
- ▶ 6) FINANCIAL DIVERSIFICATION

CULTURE OF PERFORMANCE

- ▶ **CULTURE OF THE WORKPLACE**
- ▶ **REWARD & RECOGNITION- WHY EXCEED?**
- ▶ **KPM BOTH INDIVIDUALS & TEAM**
- ▶ **BONUS & INCENTIVES – “ GOLD EMPLOYMENT COUNSELLOR”**
- ▶ **VISUAL DISPLAY OF PERFORMANCE**
- ▶ **PERFORMANCE MANAGEMENT**

CLIENT JOURNEY

2



CLIENT JOURNEY & CLIENT RELATIONSHIP

- ▶ **UNDERSTANDING THE GOAL**
- ▶ **REPLACING TIERS- WHEN WILL A CLIENT FIND WORK?**
- ▶ **RAPPORT WITH CLIENTS- DID WE REALLY HELP? DO CLIENTS UNDERSTAND HOW WE HELP?**
- ▶ **PROVIDING A SERVICE- UNDERCOVER BOSS**
- ▶ **CLIENT SUCCESS- DON'T BE SO HUMBLE- VIDEO TESTIMONIALS, CLIENT SPEAKERS**

EMPLOYER ENGAGEMENT

- ▶ **RAPPORT BASED RELATIONSHIP- NOT TRANSACTIONAL**
- ▶ **JOB DEVELOPER IS INVOLVED IN INTERVIEWS, SIFTS CLIENTS AND SENDS THE BEST CANDIDATES TO THE EMPLOYER**
- ▶ **ONE STOP SHOP FOR ALL EMPLOYER NEEDS**
- ▶ **EXCLUSIVE EMPLOYER RELATIONSHIPS**
- ▶ **INCREASE THE PERCENTAGE OF CLIENTS STARTING A JD JOB**
- ▶ **EDUCATE EMPLOYERS**

SUSTAINMENT

- ▶ **EVERYONE NEEDS TO UNDERSTAND THE “WHY”**
- ▶ **RAG RATING- MEASURE THE RISK**
- ▶ **EMPLOYER CONFIRMATION**
- ▶ **CLIENT INDEPENDENCE- FREE FROM GOVERNMENT ASSISTANCE**
- ▶ **JOB TO JOB & FALL OUT TIME**
- ▶ **CENTRALIZED VALIDATION PROCESS**

STAFF RECRUITMENT & RETENTION

- ▶ **SALARY NOT A LONG TERM MOTIVATOR- BONUS, INCENTIVES & RECOGNITION**
- ▶ **TRAIN FROM WITHIN**
- ▶ **HIRE CLIENTS**
- ▶ **ON GOING INTERNAL TRAINING**
- ▶ **HIRING FROM OTHER INDUSTRIES- RECRUITMENT, HR, SALES**

FINANCIAL DIVERSIFICATION & BUDGETING

- ▶ **DIVERSIFICATION TO SUPPORT CASH FLOW- MERGERS, FEE FOR TRAINING, OTHER INDUSTRY ETC**
- ▶ **BUDGETING ON CONVERSION**
- ▶ **ORGANIZATIONAL BUDGET & MINISTRY REQUIREMENT – RECOGNISE THE DIFFERENCE**
- ▶ **ACCURATE, RELIABLE STATEMENTS & FORECASTS**

ACTIVITY 2- SOLUTIONS

Based on the discussions so far, consider at least 1 solution to each of the challenges you are facing.

10 Minutes to discuss



MINISTRY/ GOVERNMENTAL SUPPORT

- ▶ List of dates of all clients closed or opened their government assistance- sent bi weekly
- ▶ If we obtained evidence that the client was in full time employment, and has not yet closed down government assistance- the information was provided to the ministry who automatically stopped the assistance.
- ▶ If clients on income assistance refused to take up a job opportunity that met their job goal and in which they would be financially better off, their government assistance was stopped for up to 6 months.
- ▶ When referring clients to an organisation through TRF- the Ministry informed clients of their expectations, including an overview of the program in writing.

SUSTAINMENTS- NOT JUST WORK BC

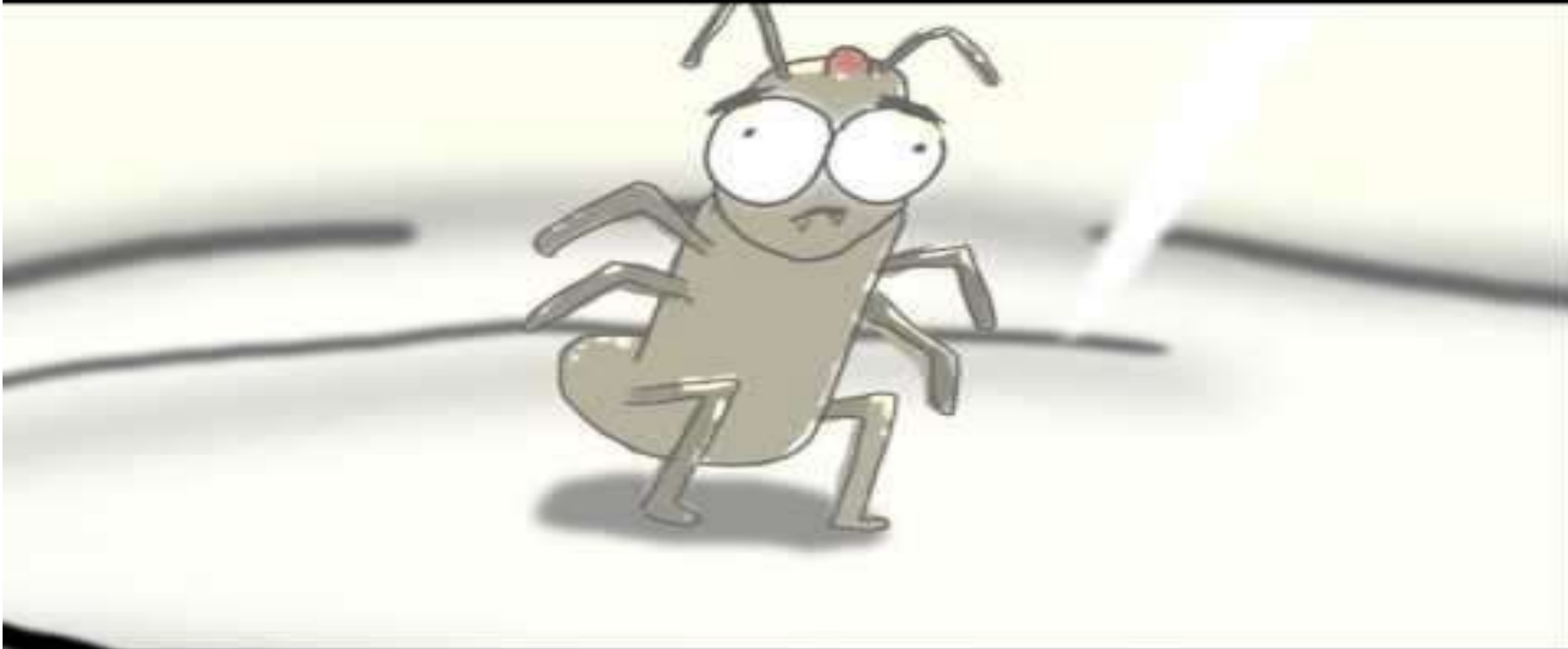
- ▶ Just as with the UK, the focus on sustainment's and payment by results did not remain limited to The Work Programme.
- ▶ Subsequently most employment programmes, even those aimed at specific clients groups (e.g. youth programmes) incorporated a sustainment payment.
- ▶ This pattern can also be seen here as it appears sustainment's are here to stay, as is payment by results.

QUESTIONS

ANY QUESTIONS?



DON'T BE A FLEA!





THANK YOU

THANK YOU

MANNY JUDGE

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