Cooperating with employers and other stakeholders to implement employment measures for older workers and persons with disabilities

What lessons can we learn from international best practice?

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Where we are, what we do

**Private Sector**
- Human services, Outplacement, Employee Assistance Programmes, Wellbeing Programmes, Leadership, Organisational Development, Leadership

**Public Sector**
- Combine international best practice with expertise of local partners to co-design, pilot, deliver and evaluate innovative social impact programmes

**USA:**
- Integrated community-based social and healthcare services

**UK:**
- Back to work support for unemployed people with disabilities

**Germany:**
- Help for older unemployed workers to find work

**Switzerland:**
- Helping clients on disability insurance into work

**Australia:**
- Employee Assistance and mental health services

**Korea:**
- Public and private sector transitions for seniors

Established 1989
- 11 countries
- 4,000 colleagues
Global forces are driving economic and labour market change

**Globalisation**
- World becoming smaller.
- Investment and supply chains change locations quickly

**Technological Change**
- Rapid change.
- Skills gaps.
- Skills shortages
- Growth of ‘gig’ economy

**Demography**
- Many ASEAN countries have ageing populations and falling working populations

**Slowing global economy** and high public debt
- Pressure on social and pension payments
The policy response

Increase employment rate

• Reach out to marginalised groups to achieve this

• Make labour market infrastructure more ‘holistic’. One size does not fit all

• Make skills systems more flexible and demand-led

• Improve stakeholder coordination and performance management

• Test ‘what works’ and build evidence base
Personalised holistic support for jobseekers with multiple needs requires the support of multiple labour market actors.
Co-ordinating the work of different actors in skills, employment, housing and health is not easy

‘Prime Provider’ model allows government to become the ‘conductor’ of services and share risk

Challenge for ASEAN countries to coordinate state and NGO activity to achieve efficiency and value for money

- Sets objectives
- Manages transparent tendering
- Evaluates programmes

- Designs and costs models
- Delivers core of contract
- Manages reporting, performance and risk

- Delivers specialist services (mental health)
- Local knowledge
- Uses Prime Provider’s IT and performance system
Too slow
Don’t want to adapt my premises
Too much bureaucracy to help
Not very productive
Young managers don’t like to oversee seniors

Engaging employers can be challenging

What some employers think about seniors and persons with disabilities
What employers want

- Get the right people for the job in the most efficient way possible (can’t always do both)
- Know about ways they can save money
- Organised approaches – not working in silos
- Responsive, professional services
- Up to date, accurate information

We need ……………

- Their jobs their support, their commitment
How can we engage employers to achieve a ‘win win’?

- Change mind-sets (trade bodies, other stakeholders)
- Promote the business case (there is one!)
- Provide advice and practical support (sifting and shortlisting candidates, navigating the rules)
- Mix candidate abilities for interviews
- Short Work Trials (build trust)
- Post-employment support to help grow productivity
- Training subsidies better than employment subsidies
Building the evidence base

Listen to your customer insight

70% of Ingeus disabled clients use social media at least a few times a week.

More than 2/3 of disabled Ingeus clients own a device they use to access the internet or social media.

The most popular devices used are laptops and smartphones.

Older people (50+) are willing to engage with technology.

40% access social media daily and majority are keen to use e-learning.

Face-to-face support with an adviser is most popular form of support.

Listen to your customer insight.
Building the evidence base

Use data to understand what journeys to employment work for seniors and persons with disabilities

Helps design innovative approaches based on customer behaviour
Provides support for advisers and senior managers
Encourages continuous improvement

- **Client Profile**
  - Skills
  - Health
  - Housing
  - Childcare
  - Job Goals
  - Experience
  - Demographics

- **Intervention**
  - Interviews N’os
  - Courses
  - Applications
  - Type of provider
  - Spend per client
  - Mandation
  - Staff Profile

- **Outcome**
  - In/out work
  - Sustainability
  - On/off benefit
  - Progression

- **Gov’t Policy**
  - Real time evidence
  - Better policy

Continuous Improvement loop
What works......

...... for seniors and persons with disabilities

• Change mind-sets, including of family
• Profile key life ‘passions’
• Frequent, purposeful contact (IT cuts costs)
• Pre-employment soft skills rather hard skills
• Empower to use personal networks to widen choice (interest ‘communities’) 
• Where possible, link to healthcare to manage any conditions
What works ….

Korea
Private and public life planning and job transition for seniors

Outplacement, change management
Over 70% into new jobs or sectors

Managing expectations. Re-skilling

UK
Supporting people with disabilities

Work Choice
48% sustained in work for 6 months

Coaching, Training, pre and post job support

Working through specialist networks

Germany
Long-term unemployed over 50s

Munich KompAQT
Worked with 8000 clients

Intensive face to face and group support

Changing client and employer mind-sets

What works … across borders
Certified B Corps
The interests of our employees, communities and the environment are embedded in our organisation

Matrix Quality Standard
Awarded Matrix mark for the excellent quality of our advice services

Merlin Standard
Awarded ‘Excellent’ Merlin Standard for the positive way we work with organisations in our Supply Chain

ISO 271001
Accredited for our developed Information Security Systems