Individual Case Management Approaches for Vulnerable Groups

What can we learn from international best practice?

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ingeus

Social Protection and the Role of Public Employment Services

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Employability
Skills & vocational training
Workforce solutions
Young people’s services
Rehabilitation & justice services
Health & wellbeing services
Common forces are driving change in our global, regional and local economies

- **Globalisation**: Global supply chains changing range and geographic location of work. Growth of gig and contract economy.
- **Rapid technological developments**: Skills demanded by employers changing quickly.
- **Demographics**: Ageing population and shrinking labour market.
- **Sustainability**: Pressure on economic growth, productivity, welfare and Pensions.

This affects how governments need to plan, implement and measure the way they deliver services to citizens, in particular, skills, employment and health.
Although unemployment is falling after the Global Financial Crisis, long term unemployment remains high, especially among disadvantaged groups.

What are the main characteristics of the long term unemployed?

- **Lower levels of education**
- **Age.** Risk of long term unemployment increases for seniors (55 plus)
- **Health.** In Europe over one third of long term unemployed have health concerns or disabilities.
The economic and social costs of long term unemployment and inactivity are high. Annual cost per person:
- France €28,737
- Sweden €26,905
- Germany €25,550
- United Kingdom €18,008

Social costs:
- Poverty and social exclusion
- Lower educational attainment
- Lower health and life expectancy
- Higher crime anti-social behaviour

Wider economic costs:
- Regional decline and disparity
- Lower investment attractiveness
- Skills reduction
- Lower productivity
Evidence shows that Active Labour Market Measures are effective in reducing unemployment. Case Managers / coaches play an important role in helping unemployed people, particularly those with multiple barriers.

Case management: the coordination of services on behalf of an individual person who may be considered a ‘case’ in different settings such as health care, rehabilitation, social work, disability insurance, employment, and law. Wikipedia
All these people are trying to help me so I guess I must have a LOT of really difficult problems to solve.

If we are not careful we create mazes that amplify customers’ perceptions of the difficulties they face.

We need to see things from the customer’s perspective.

Our coaching services should be ‘customer centric’. We must put the customer at the centre of our service design.
The challenge: it is not simply help, but how we ‘sequence’ help that makes the biggest difference.

A good coach helps ‘navigate’ the journey back to work.

A good coach ‘curates’ support with other actors to ensure the best sequence …. the right help at the right time.

A good coach builds ‘scaffolding’ around the customer to build ‘resilience’ and removes it when they are ready.
Global best practice: no one-size-fits-all – each journey is personal

Profiling

Using hard and soft data to segment customers and determine type, level and frequency of service

Individual Action Plan

Co-designed journey to work that is tailored to circumstances and motivation of customer

Activity

Frequency, content and type of channel used vary according to distance from work
Casework is costly. Can profiling help coaches identify disadvantaged jobseekers for targeted interventions?

Who is disadvantaged in the labour market?

Good profiling models exist (Finland) but failure to convince coaches of their value can cause them to fail (Netherlands and Switzerland)

Lower but constant probability of leaving unemployment = Disadvantage

Higher and constant probability of leaving unemployment = Able to help themselves
Coaches need to change and shape behaviours of disadvantaged jobseekers. International experience points to approaches that support positive change?

Start now, not later and challenge jobseeker
Improve self-belief and provide tools for them to take charge of their journey (ownership)
Work with them to build achievable plans
Prepare them for setbacks and recovery (resilience)
Demonstrate job search skills, particularly in the hidden job market
Act as mentor and model
Use group work to widen social networks and create supportive and competitive dynamics
Support information & resource usage
Coaches need to identify the right ‘channel’ for the customer to ensure the most effective and best value route back to work

- E-channels cost-effective and popular with millennials. Video links, job sector ‘communities’ and interactive content useful. Extra help needed for seniors, low skilled and mobile users.
- Call centres reduce routine work, extend access and cut costs. Also effective solution for post-employment sustainability support. SMS and telephone contact helpful tools.
- Face-to-face most effective for disadvantaged jobseekers. Evidence to show that even short, regular contact is effective. New coach competencies needed to balance contact using all three channels?
Helping disadvantaged jobseekers means having an understanding of the local labour market and needs of local employers

**Critical success factors**

- Spend time understanding employer needs
- Build trust and use that trust to help employers articulate the skills and competencies they want (not always clear)
- Challenge employers whose hiring policies might unintentionally discriminate against disadvantaged jobseekers
- Build talent or sectorial pools of job ready candidates and ‘cash in’ trust to include some disadvantaged candidates on the interview list
- Target employment subsidies and incentives to increase hiring chances, but be watchful for abuse
What makes good coaches **great** coaches? 
**Attitudes of effective advisors**

- **Personal beliefs & behaviours matter**
  - working with the jobseeker as they are

- **Curiosity, humanity & ethics**
  - learning from clients and employers.
  - Doing the right thing

- There is a job for every kind of person
  - go looking, look in the right places

- Local employers and community are customers, **spending time with them**

- Learn quickly from what works
Building the evidence base and continuous improvement

Using data to understand what journeys to employment work for different groups

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
- 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
- Better customer service
- Better customer satisfaction

Continuous Improvement loop
Creating a more personalised and responsive service for disadvantaged people

The future

- More dynamic profiling using artificial intelligence to build a better understanding of customer needs linked to more evidence-based channels strategy

- More customer insight and involvement in the design of the programmes they are asked to participate in

  Greater use of e-services, social media and avatars, but face-to-face will remain important for disadvantaged groups

  Compatible IT systems between all stakeholders to coordinate reporting and performance management for each case and to share best practice

  Competency-based matching and recruitment to widen opportunities for disadvantaged jobseekers and widen talent pools for employers
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