



# ICM Performance Review

## Intensive Case Management

### Introduction

In 2004, an analysis of staffing levels per client in high, middle and poor performing Job Network sites within Job Futures was conducted. Level of staffing was found to be closely linked to performance. More specifically, while it was possible to be a poor performing site with low caseloads, there were no examples of very high performing sites with high caseloads.

Interestingly, the revenue per staff member at high performing sites was also, in almost every case, significantly higher than the revenue per staff member in poor performing sites. In other words the high performers that were staffing up, were more than recovering their staffing costs through better performance. Unfortunately, the poor performers financial position was also making them very reluctant to employ more staff.

– perpetuating their poor performance.

### Current Size of the program

The program has had 362 participants join the program since it started. Job seekers chosen for the program must be highly disadvantaged or long term unemployed. In most cases, they are 3 years plus unemployed although a small number of exceptions have been made where the job seeker had other significant issues (eg mental health). A large number of job seekers in ICM are over 5 years unemployed.

### Limitations of this report

Since it is currently less than a year since the project began only a small sample of data is available.

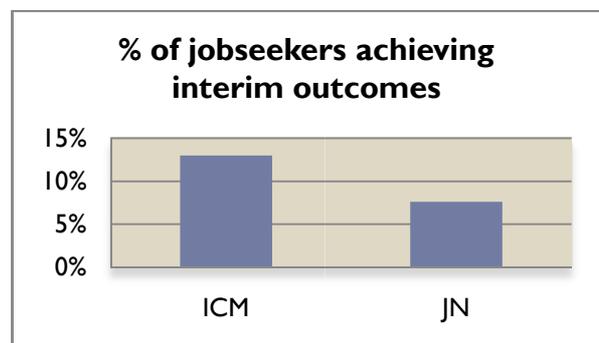
When ICM is compared to the rest of Job Network it should be noted that a jobseeker would have had to have been placed within the first five months of the program to achieve a final outcome when there was less than half the number of current participants. When percentages are given participants that were not eligible for an outcome were excluded.

The date that a participant joined the program was not recorded electronically so if the participant was placed since the start ICM but was not on the program during that period their outcome will count positively towards ICM despite the program not having helped in the placement. This is currently a small error as it is unlikely that a jobseeker would participate in the program within one year of having achieved an outcome. This will become more of an issue in future reports and needs to be addressed.

### Outcomes

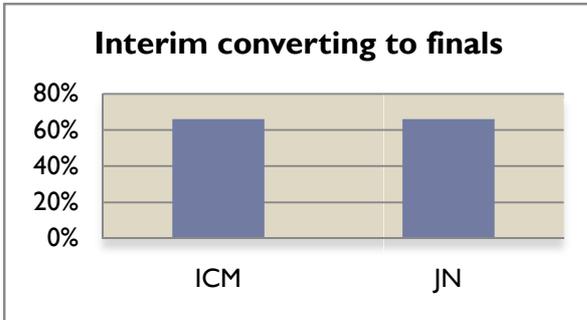
#### Interim outcomes

The number of ICM interim outcomes per eligible jobseeker is much higher at 48 with one jobseeker achieving two outcomes.

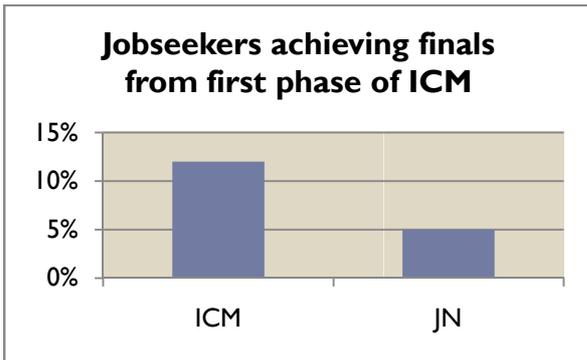


### Final outcomes

The conversion rate of interim outcomes to final outcomes is comparable to that of the rest of JN. There were 33 participants eligible for final outcomes and 22 of those achieved one.



As the number of people achieving intermediates is higher this causes the percentage of jobseekers achieving finals to be higher than JN.

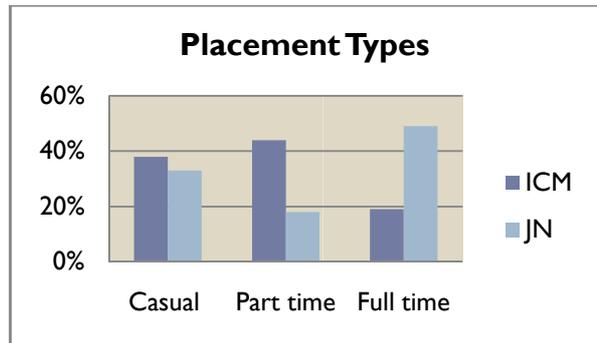


### Placement types

Almost half of JN placements are in full time work that achieve interim outcomes. Only 19% of interim outcomes are full time in ICM,

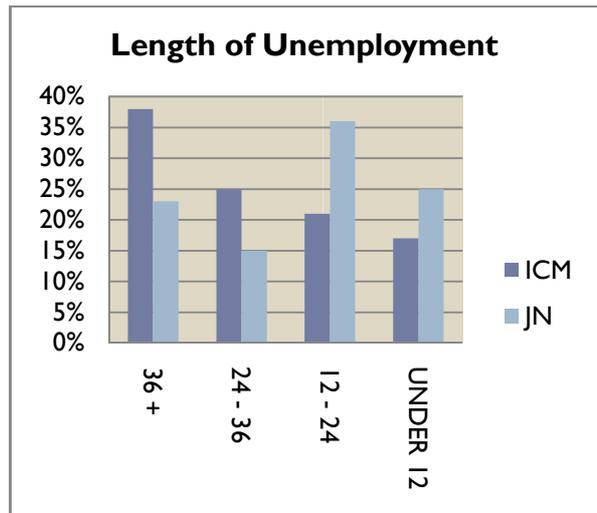
A much higher number of placements work part time (less than 25hpw) when placed through ICM.

It should be noted that ICM clients are highly disadvantaged and subsequently receive DSP allowance or have a restricted work capacity.



### Jobseeker profile

At 38% the proportion of jobseekers that have been unemployed for over three years is much higher than in JN. This trend is also true of jobseekers that have been unemployed for two to three years.



## Finance

The table below breaks down the claim types and the total amount billed for jobseekers in the ICM program where the amount was over \$10k. A full list of claims can be found in appendix one.

Type of Claim	Amount
Other	\$ 54,347
IS Customised Assistance 2nd Period	\$ 10,463
Job Seeker Account Clothing and Equipment	\$ 13,885
IS CA 2nd Period Highly Disadvantaged	\$ 17,602
Job Seeker Account Employer Incentives	\$ 30,410
25-36 Outcome Final	\$ 31,350
36+ Outcome Final	\$ 35,200
Job Seeker Account Training	\$ 39,905
IS CA 1st Period Highly Disadvantaged	\$ 42,750
Job Seeker Account Professional Services	\$ 68,560
25-36 Outcome Interim	\$ 69,300
36+ Outcome Interim	\$ 102,300
Job Seeker Account JNM Contacts	\$ 114,198
Job seeker Account through PSM	\$ 542,500
<b>Total</b>	<b>\$ 1,172,770</b>

Consultants have billed 7,750 hours using JobFutures PSM system. There were concerns about the legitimacy of this and whether DEWR would accept the claims.

Since the start of the program DEWR has only questioned one claim and this claim was reduced from \$1242.50 to \$402.50 due to lack of evidence. JobFutures had \$144k of claims recovered in just six months.

## Conclusion

### Currently

In all indicators jobseekers on the ICM program are achieving better results, except the final conversion rate which remains comparable to JN.

The ICM caseload has a lower expectation of outcomes from DEWR's point of view, due to the requirements of the jobseekers (HD, long term unemployed). This makes the high performance of the ICM program even more exceptional.

The program seems financially viable and is also producing tangible assets such as a DVD training program which can be used for other training purposes.

One of clear reasons that ICM works is because consultants have adequate time to work thoroughly with clients without noticeable time and compliance pressures. In this regard ICM consultants have described how quickly clients are prepared to open up to them since starting ICM.

The intense training a consultant received when they start on the ICM program which changed the way they think about their clients is also a key factor.

### Future

The success of the program is in large part due to the fact that it is a focused small program with ample resources.

The ICM consultants were hand selected for their expertise and then had intensive training. They were also working with the knowledge that they would be closely monitored being the first consultants on the program.

The jobseekers had to agree to go on the program which is an important factor as they are showing a commitment to get back into work. It is therefore important that jobseekers are not coerced into the program and it remains voluntary.

As the program expands it is important to maintain the high quality of consultants that are currently producing good results, though this is unlikely to be sustainable, as with all programs being rolled out on a larger scale.

Though the success of the program will probably decrease, as it expands, it remains a valuable program to JobFutures. As Australia approaches full employment more resources should be put into the long term unemployed especially with the availability of the jobseeker account.

It is therefore important that JobFutures continues to focus time and resources into the ICM program.

## Appendix One

Job Seeker Account JNM Transport Costs	\$ 165.73
Job Seeker Account Self Employment	\$ 237.70
13-24 Intermediate Intrim	\$ 550.00
25-36 Intermediate Final	\$ 550.00
JNS Training Account Books / Equipment	\$ 593.97
36+ Intermediate Final	\$ 1,100.00
Under 12 month outcome	\$ 1,100.00
25-36 Intermediate Interim	\$ 1,650.00
Job Seeker Account Work Related Licensing	\$ 2,349.37
13-24 Outcome Final	\$ 2,475.00
IS Full JST	\$ 2,696.00
Job Seeker Account Fares and Petrol Assistance	\$ 2,974.20
Job Seeker Account Transport Assistance	\$ 4,110.05
JNS Training Account Course Costs	\$ 4,605.25
13-24 Outcome Interim	\$ 4,950.00
Job Seeker Account Other	\$ 5,101.63
36+ Intermediate Interim	\$ 5,500.00
IS Customised Assistance 1st Period	\$ 5,736.00
Job Seeker Account Interpreter Services	\$ 7,902.30
IS Customised Assistance 2nd Period	\$ 10,462.50
Job Seeker Account Clothing and Equipment	\$ 13,885.24
IS CA 2nd Period Highly Disadvantaged	\$ 17,601.50
Job Seeker Account Employer Incentives	\$ 30,409.91
25-36 Outcome Final	\$ 31,350.00
36+ Outcome Final	\$ 35,200.00
Job Seeker Account Training	\$ 39,904.87
IS CA 1st Period Highly Disadvantaged	\$ 42,750.00
Job Seeker Account Professional Services	\$ 68,560.30
25-36 Outcome Interim	\$ 69,300.00
36+ Outcome Interim	\$ 102,300.00
Job Seeker Account JNM Contacts	\$ 114,198.26
Job seeker Account through PSM	\$ 542,500.00
Total	\$ 1,172,770

To the left is a detailed report of what has been claimed by employment consultants in regards to jobseekers participating on the ICM program.