

Report on Jersey Employment Trust Services

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Report on Jersey Employment Trust Services

Introduction

The University of Dundee were commissioned by Jersey Employment Trust to conduct an independent assessment of JET services against the existing JET Quality Standards and Inspection Framework. The research was undertaken between October and November 2012. The evaluation was conducted by Michael J Evans who has extensive experience of delivering and developing supported employment services throughout Europe; he was Manager of the Employment Disability Unit, Tayside from 1991 – 2011 and was President of the European Union of Supported Employment from 2007 – 2011. This study is co-authored by Professor Jennifer Harris who is Professor of Social Science at the Interdisciplinary Disability Research Institute, University of Dundee.

Methodology

The inspection consisted of submitting questionnaires to the main stakeholders of JET namely; Clients, Staff, Agencies and Employers. A total of 466 questionnaires were sent out and 146 (31%) were returned. Each questionnaire was adapted to make it relevant to each of the four target group stakeholders. In addition to sending out questionnaires, a selection of each of the stakeholders was chosen (sometimes at random and sometimes strategically) to be interviewed over a two week period in October 2012 and in total 40 interviews were conducted from within the key stakeholder groups and additionally JET Trustees. A specific interview questionnaire was designed for each of the four stakeholder groups and for the Board of Trustees.

Further qualitative research was carried out by observing a selection of key activities performed by JET and by gathering statistical results and checking through JET internal databases and records. A range of policies, procedures and processes were also observed, analysed and discussed with the appropriate individuals.

This approach ensured a 360 degree examination of the services delivered by JET and their impact upon the key stakeholders as well as allowing a fair and detailed assessment of both Operational and Management activities.

Further information was gathered through many more informal discussions with individual stakeholders.

Findings

Clients

Questionnaires

There was an excellent return rate of 30% of questionnaires completed and returned when it is taken into account that feedback and opinion was sought from not just current clients of JET but service users who had used JET services over the past several years.

The overall view from the service users and clients regarding the services and activities provided by JET are extremely positive and express a high to very high satisfaction rate across a broad spectrum of issues and services. Clients have found the process and initial meetings with JET to be friendly and understandable; they feel they have the opportunity to express views and be in control of their own employment and training plans. Clients have stated they are confident of securing a job through JET and the majority of respondents have accessed a range of JET services and attended courses and

training events. Clients have expressed that they have good/very good support concerning job search activities and meetings with prospective employers. Moreover, there were very high rates of satisfaction in relation to support received by JET for clients who were in employment or had undertaken a work experience placement.

There were a few areas of concern expressed regarding the geographic location of JET; poor public transport links and inadequate parking. The most negative comments were concerning clients having a Charter of Rights with only a small number of service users being able to say for sure that they were in receipt of one. However, it should be noted however that clients were receiving the service as per the Charter of Rights but most simply did not have an actual Charter.

A more detailed analysis of questionnaires completed by clients can be found at Appendix 1.

Interviews

Interviews were conducted with clients/job seekers of JET in their workplaces and in the offices of JET. Those interviewed spoke openly and expressed a high level of satisfaction and understanding of JET services and the activities they had undertaken. There was some discussion that JET needs to be seen as a more pan-disability organisation as there is a perception by a minority of stakeholders that it is a service for people with learning difficulties; however, statistics clearly show that JET is delivering a service to a wide range of disabilities. Moreover, JET should be aware of the negative aspects of 'mixing' disability groups especially during training courses although this does appear to be taken into account. There was concern expressed that there was no refund of travel expenses for attending meetings, using the job club or participating in a work experience placement. Clients commented that JET had given them a very good level of support at all stages in the process and there was confidence amongst service users that JET had and would improve their quality of life and employment opportunities. The inspection team were very impressed with the quality of some of the job outcomes and clients who were in employment were extremely satisfied with their job and how the job was created, developed and supported by JET staff.

Clients were well aware of the role of JET and had good links with at least one staff member usually an Employment Coordinator or a Support Worker. JET services met with their expectations and there was a general awareness of Speak Out – the user involvement group.

Summary

There was an exceptionally high rate of satisfaction expressed by clients in relation to the services delivered by JET.

A copy of the interview questionnaire for clients can be found at Appendix 2.

Agencies

Questionnaires

There was a healthy return rate of 32% of questionnaires sent out to Agencies and Referral Organisations who work with JET. A large majority of respondent agencies stated they were more than satisfied with the work undertaken by JET and their attitude and conduct when working with them. Agencies stated that they found the promotional information about JET to be very good and the agencies had accessed this information through a wide range of platforms. There was an extremely positive response to working with JET with many favourable comments and remarks and there were also good to very good responses to JET's ability to offer equality of opportunity. There were a few comments regarding the referral process and the communication channels concerning the client's progress/feedback within JET and whilst this is not a significant issue it is one that can perhaps be further looked at. Overall, Agencies and Referral Organisations expressed a very good and positive view of JET and a more detailed analysis of the questionnaires completed by Agencies can be found at Appendix 3.

Interviews

A range of interviews were held with Agencies and Referral Organisations who have regular dealings with JET. Additionally, Agencies who do not work with JET so much were also interviewed in order to get a more balance picture. The Agencies fully understood the role of JET and were more than satisfied with how effective and efficient JET is at delivering their services. Interviewees expressed satisfaction at the communication channels open to them and many attended regular meetings, reviews, events/seminars and referral review meetings. There was very little awareness regarding the role and names of Trustees. The referral process was generally liked but there were some discussions about the inadequacy of the paperwork (i.e. the referral form). Agencies considered JET to be a transparent, friendly organisation that has shown great passion in the field of supporting people with disabilities into work and supporting employers. There was recognition of good working relationships at all levels within JET and that they had good facilities and services relevant to the needs of clients. There was acknowledgement of the good transitional work and the work preparation role being carried out although there was a little concern about access to JET from a location perspective. JET was congratulated on its efforts to develop a more inclusive society in Jersey through supporting people into paid employment.

There was also some feedback that JET should increase their awareness on the island, do more for people with mental health issues and consolidate its existing services.

Summary

Agencies stated that their working relationships with JET were excellent and they considered that JET delivered a very good and useful service.

A copy of the interview questionnaire for Agencies can be found at Appendix 4.

Employers

Questionnaires

There was a reasonable return rate of 20% of questionnaires from employers and those responding made very positive and constructive comments. The questionnaires completed by employers reflected a high to very high standard of service received by JET and a more detailed analysis of the Employer's Questionnaires can be found at Appendix 5. Whilst there was a general high satisfaction rate, the questionnaires reflected a few areas where JET can consider improving their service namely; increased dialogue and support to employers in order to explore job/career progression for existing employees with disabilities and increasing the awareness of employers in Jersey regarding the services of JET.

Interviews

A number of interviews took place with employers from the private sector. The employers were all very helpful and open and the meetings took place on the employer's premises. It was important to interview employers who had been given a service by JET and therefore all the interviewees had direct and indirect contact with JET staff through the employment of a person(s) with a disability. All the employers were aware of the role and aims of JET and all had regular and on-going support in order to maintain the employment of a person with a disability. Employers were very satisfied with the service they receive and considered that JET was a professional organisation that delivered a good quality of service. Employers had, in addition to recruiting a person with a disability, provided work experience placements and some had participated in the Employers Awards Scheme in 2011. Most employers had attended a JET event such as the aforementioned awards or the launch of the Good Practice Guide for Employers. Some had also attended Jersey Employer Network on Disability [JEND] events. Several employers expressed a concern that JET were not 'visible' enough and that they should increase their marketing approach as well as improve their website. There was a discussion with one employer who employed several people with disabilities and ended up with several JET staff supporting different employees; the employer felt it would be more beneficial to have just one main contact from JET. Employers felt that JET is making a contribution to Jersey society by creating social inclusion through employment. It was acknowledged by employers that there is to an extent, some competition from other agencies who are trying to find jobs/placements for unemployed people; however the employers commented that JET is more reliable and supportive than the others. Employers spoke warmly about JET and there was a good spirit amongst employers that they were working creatively and in partnership with JET to improve employment opportunities for people with disabilities.

Summary

Employers expressed a high rate of satisfaction with all aspects of JET services.

A copy of the interview questionnaire for employers can be found at Appendix 6.

Staff

Questionnaires

There was a return rate of 71% of questionnaires from staff members of JET. There was a high to very high rate of satisfaction amongst JET staff regarding a wide range of aspects relating to their job activities, personal development, working conditions, communication and levels of support. There is a strong sense of pride and recognition of good values and principles within JET. Staff made constructive comments regarding ways to improve and develop services. There is a view that wages may not be as good in comparison to employees of other service providers and there were several comments alluding to recent structural/operational changes predominantly of a positive nature but tinged with suggesting caution regarding making too many changes. A more detailed analysis of the questionnaires completed by JET staff can be found at Appendix 7.

Interviews

More than one third of JET staff were either interviewed or were engaged in some form of informal discussion about their role or the services they deliver. Staff from all parts of the service at both Oakfield and Acorn were interviewed.

The majority of staff interviewed had been employed by JET for at least 2 years and had clear and defined roles within JET. All were aware of their role and the objectives of JET although there was still a blurring of the lines between that of an Employment Coordinator and a Support Worker. All staff had a good idea where they fitted into the organisation and how they were contributing to operational objectives. Staff commented that there were very good communication channels within JET with regular team meetings and staff welcomed the 'open door' approach of management. There was recognition that policies and procedures were adequate and necessary especially as the organisation has grown so much in the last 2 years. Staff commented they had received an excellent package of personal development opportunities through attending courses, conferences and modular training classes. Most staff were content with their terms and conditions and many expressed a very high rate of job satisfaction and being part of the JET team. Most felt that recent structural changes were for the better and understood the need for flexibility in service delivery. There were a few comments regarding improved marketing of JET and making better use of the website and social media; this could help more clients, increase employer awareness and compete with other Jersey agencies. Concern was expressed about the amount of responsibilities and workload of senior management especially when they are technically 1.5 staff down for at least the next 12 months. Moreover, there may be some need for some fine-tuning to ensure greater integration between Oakfield and Acorn although it was said that this matter is improving. Several staff commented that whilst the developments of the Acorn re-build, restructuring the Employment Coordinators/Support Workers, developing the Good Practice Guide and introducing the STEPS programme have been essential, there needs to be a time for consolidation.

A copy of the interview questionnaire for staff can be found at Appendix 8.

Summary

Staff stated that JET was an excellent organisation to work and that they were very satisfied with improvements made to the service.

Trustees

Questionnaires were not sent to any of the Board of Trustees but several were interviewed. There was a good knowledge from all Trustees regarding not only the aims of JET but also what was happening on the ground. There are regular Trustee meetings where a range of data and information are presented and discussed ensuring sound governance. Trustees acknowledged there are very good working relations mainly between senior management; however, there was not a great deal of contact with staff, clients and other agencies although one must take into account that Trustees are volunteers and have 'day' jobs. Trustees view JET as a dynamic organisation that is playing a key role within Jersey society and meeting expectations of people with disabilities and their parents/carers.

Trustees come from a range of backgrounds and each Trustee can and does bring some valuable knowledge, skills and experience to the table. It was recognised that should a few of the more strategic Trustees leave then JET may be slightly vulnerable. There were some discussions around consolidation but also grasping any developmental opportunities that may arise and Trustees were very satisfied with the achievements and management aspects of JET.

A copy of the interview questionnaire for trustees can be found at Appendix 9.

Summary

Trustees ensure there is a high quality of governance within JET and provide support to senior management.

Service Delivery

Observations – Job Club

The Job Club situated in Oakfield is open for 2 hours on Monday and Thursday. It is understood that the use of Job Club has been a fairly recent development and the job club room is suitable for 4 or 5 job seekers at any one time. There is no privacy for discussions between staff and clients and any conversations can be overheard by all in the job club which may also be distracting for other users. It was furnished and equipped well and is an obviously useful resource however material-wise it was quite sparse. There is no dedicated member of staff in charge of the job club and the main staffing comes from the Work Focus Team which is appropriate. The Work Focus Team takes it in turns to go into the job club which is a bit ad hoc and does not allow for any real consistency.

The job club is a good facility and staff that spends time in there with the clients are very focused on job finding and applying for jobs. However, it would appear there are, at any given time, around 30+ job seekers on the caseload of the Work Focus Team and therefore we would question if the attendance rates could be better. Indeed, it may be worthwhile giving consideration to increased opening times and more scheduled attendance by work-ready job seekers. Moreover, there may be a role for someone to 'manage' the job club and coordinate the clients own job search. It was noted from other comments mainly by clients that the location of JET is not the easiest to get to and clients are not reimbursed for travel expenses therefore consideration could be given to using somewhere more central albeit on a part-time basis.

Observations – Employment Development Plans

The compilation of an Employment Development Plan (EDP) is seen as one of the most important activities within JET. The EDP is developed for clients who go on to benefit from the majority of JET services including Work Preparation, Job Finding, Acorn and Employment Focussed Training.

Two EDP meetings between JET staff and service users were observed and additionally discussions were held during staff and client interviews in relation to the EDP and the inspection team also viewed a range of EDPs that were in the JET database.

The EDP meetings observed were carried out to a high standard and the client had clear ownership of the contents of the EDP. Staff both at Employment Coordinator and Support Worker levels conducted the meetings in a thoroughly professional manner and clients were given support to make informed choices.

There were some concerns about the actual content of the EDP; the aims and goals are written at an early stage and yet some clients are with JET for more than 12 months before they get to the job finding stage; we would therefore query the relevance of some of the content. The Future Development Section (Section 3) would appear to be a tick box exercise which is not the intention of management. Indeed the Vocational Skills section is merely a list of JET courses and it could be viewed that clients are nudged towards undertaking these courses (which is not the case but it gives that appearance). Moreover, going through the list with clients may lead to confusion as there are so many variables of interpretation i.e. are you assertive? Can you deal with conflict? It is accepted that a good EDP should identify client weaknesses and areas that may require guidance or training but some of these aspects within Section 3 are perhaps too specific or irrelevant.

Some of the EDPs were not particularly well completed and because the Employment Coordinators and the Support Workers share the same caseload there was a perception that there may be too much 'doubling up' of staff at EDP and subsequent meetings. Consideration should also be given to completing the EDP in one or two meetings if at all possible as it was observed that the client could have completed more of the EDP but the hour session allocated was the main indicator of when to stop. It is acknowledged however that in many cases it may take considerably longer to compile an EDP.

On discussing issues relating to the EDP with JET staff it became clear that there may be a need to revisit this important document and possibly consider reverting to a Vocational Profile type approach which may ultimately lead to an Employment Action Plan. In any event there should be a discussion with the appropriate JET personnel regarding the future use of the Employment Development Plan.

Observations – Employment Coordinator v Support Worker

Restructuring within JET has seen the roles of Employment Coordinator and Support Worker re-defined and this is acknowledged by the staff as a change for the better. There are still some issues that may need to be considered given that if two people 'share' a caseload then there may well be some doubling up of staff at meetings and it is difficult to see how this could be avoided. What is important is that working in pairs does not become the norm and should only occur when essential.

Observations – Training

We observed 3 training sessions run by JET and the standard of delivery of the sessions was very good. In addition to the delivery of the courses, the rooms, equipment, tools and resources were more than satisfactory

The first session was well prepared and the trainer was supported by two staff members; the group were focused; each person spoke at least once whilst it was difficult to assess the levels of engagement by each attendee at random times. Some individuals were far more vocal than others which is to be expected. Group work helped alleviate this imbalance of involvement. A Question & Answer session in addition to a group discussion helped in this area. The trainer was energetic, well planned and prepared whilst very comfortable in the training role.

In the second session the JET staff member had a 1 to 1 for his observed session and his manner and relationship with the student was exemplary. The training was very focused regarding the purpose of the session and moved seamlessly to aspects that the student brought up accommodating his immediate needs in the learning process.

During the third session, the trainer used a variety of visual aids and received plenty of participation. The trainer's manner was very supportive and was most adept at managing the group. The trainer's knowledge of the individuals and their needs was very evident.

An area for discussion and consideration may be the courses themselves and their appropriateness and relevance to the individuals and their hopes and aspirations.

Observations - Outcomes/Caseloads

JET had an active caseload of 356 clients for the period 1 September 2011 to 31 August 2012 with referrals running at 95 clients over a 12 month period. There are 60% males and 40% females and this disparity is quite common within services supporting people with disabilities. There are no barriers to female clients using JET services. There are 28% of clients under the age of 25 which is slightly higher than other Supported Employment organisations across Europe. This is likely due to the excellent work being performed through the Transitional Team and their contacts within schools and college.

There is a good balance of types of disability on the caseload of JET and whilst the majority of work placements are for people with a learning disability there is a fairly even spread amongst people with physical disabilities, autism and mental health issues. There were comments during the audit that there may still be a perception that JET is an organisation for people with learning disabilities but that is clearly not the case although that message may need to be further promulgated.

There are around 180 people being supported in work; the inspection did not go into any detail of what type of support is on-going, when the support is given and why the support is given. Traditionally in Supported Employment services there are usually people being 'supported' in work that are actually only being visited now and again – we would ask JET to continue to review the Supported Employment Placement caseload with a view to assessing just how active the support actually is. Additionally, JET should also consider reviewing those clients who have been on Work Preparation for an inordinate period. There may also be an issue in relation to what happens to service users who have been with JET for a long period of time and are assessed as unlikely to secure a job in the open labour market - this issue arose several times during staff interviews and one of the main thoughts on how to address it was perhaps through establishing a Social Firm/Supported Business.

According to the majority of stakeholders that we engaged with through questionnaires, interviews or meetings, the purpose of JET is to support people with disabilities into employment. Therefore the job outcome figure has to be of key importance despite there being a wide range of soft outcomes. The annual job outcome results have been 22 (2007); 39 (2008); 49 (2009); 49 (2010); 59 (2011) and 85 (2012 for 10 months). The gradual increase in job outcome achievements has to be seen as a huge success for JET. There has been at least a 40% increase in job outcomes in 2012 compared to that in 2011 and the 2012 figures still have two months to be added. It would appear that the restructuring that JET carried out within Oakfield has paid excellent dividends especially given the exceptionally high unemployment rates currently prevailing in Jersey.

It should also be taken into account that there are very few support measures that JET can use to assist them to secure employment for a person with a disability; there is no legislation and no employment quota system. Moreover, there are few financial measures/incentives available for employers such as funding for wage subsidies or a budget to fund specialist equipment, aids or adaptations.

Quality Assurance Gradings

In accordance with the JET Quality Standards and Inspection Framework we consider that a grading can be awarded under the following Organisational Attributes and Service Delivery aspects:

Activity	Grading	Comment
The service's capacity to make and sustain improvements	Outstanding	JET provided tangible evidence of constant improvements to all aspects of their services
Outcomes for clients	Outstanding	There were significant increases in the number of clients provided a service to, the number of placements supported and the number of job outcomes achieved
The quality of provision	Outstanding	All Stakeholders stated there was an extremely high level of quality in the provision of services
Leadership and management	Outstanding	Strong, consistent and inclusive leadership and management were in evidence in all areas of delivery
The service sets and meets ambitious targets to improve outcomes for all learners	Good	There were high achievements in the area of job outcomes and supported work placements but less tangible results/targets for other areas of JET
The service has a clear vision and appropriate priorities	Outstanding	JET has a clear vision and provided strong evidence of development and addressing priority areas
The service processes for self-assessment and quality improvement include appropriate use of the views of users	Satisfactory	Due to bringing the external evaluation forward by 12 months, the full aspects of self-assessment has not been fully implemented. However, there are strong indicators of service-user involvement.
The provider has an appropriate management structure and sufficient staff and other resources to operate effectively	Outstanding	There was tangible evidence that JET has appropriate structures and skilled staff who are fully resourced
The commitment of staff at all levels to secure real improvements, their support for service plans and their confidence in managers' ability to provide effective leadership	Outstanding	There were extremely high levels of satisfaction and commitment of staff to make effective contributions to the aims and objectives of JET
The board of trustees fulfil their duties and ask challenging questions to raise or maintain high standards and secure positive client experiences and outcomes	Outstanding	There was active participation and a high level of good governance demonstrated by the Board of Trustees

Areas for Consideration

This section is for areas or issues that the inspection team considered that could be looked at further by JET with a view to fine tuning, further analysing, discussing or revisiting. The inspection team had no real defined view of these areas but did consider them worthy of note to consolidate or improve the service delivery. They are not in any particular order as regards priority, they are written in a constructive and helpful spirit. It is accepted by the inspection team that some of these areas may have been explored or previously considered.

- The geographic location of Oakfield was mentioned mainly by clients and obviously there is little that can be done about this issue. However, consideration could be given to using an office in St Helier for interviews, meetings and discussions with some clients.
- When promoting JET especially to potential service users and agencies, give consideration that there is a (perhaps diminishing) perception that JET is mainly about people with learning disabilities.
- In addition to promoting JET as a more pan-disability organisation, consideration could be given to more awareness of JET's services within the mental health community in Jersey.
- Clients are asked to attend Oakfield/Acorn for interviews, Job Club, EDP discussions etc. Consideration could be given to reimbursing clients their travel expenses. This would also apply to clients who undertake Work Experience Placements and are obliged to pay their own travel costs.
- The Referral process appears very good especially the activities of the Joint Referral Group. However, consideration should be given to gather more relevant and appropriate information on the referral form.
- Where there are more than one employee being supported by JET within a specific employer, give consideration to appointing one JET staff member as the point of contact.
- Consideration to be given to addressing the high workload of senior management due to the current establishment of 4 posts being filled at present by 2.5 staff.
- Consideration to be given to raising awareness of the Board of Trustees as the Trustees were not too visible or known by Clients, Staff nor Agencies. It is acknowledged that Trustees are 'volunteers' and as such have their own full-time positions.
- The Job Club is a useful facility but perhaps it is not being used to its full capacity. Consideration should be given to extending the opening hours, making attendance more formal, appointing a Job Club Leader role and even re-locating to St Helier.
- The current Employment Coordinator/Support Worker relationship gives rise to the potential of staff working in pairs and it was observed that many meetings are conducted by two JET staff and one client. This may be an area that needs to be discussed to ensure 'doubling – up' is kept to a minimum.
- Whilst the Training delivered by JET was well received, there was a feeling within the inspection team that the courses may be too specific and not wholly appropriate. Consideration could be given to analysing the courses offered against the needs of the clients in relation to employment and work preparation.

- The issue of what to do with clients who have been accessing Work Preparation services and who are assessed as unlikely to secure paid work is an area that needs to be discussed as presumably they cannot remain on the JET caseload long-term. Consideration could be given to developing a Social Enterprise and/or introducing financial incentives and funding for special aids and equipment to encourage employers to recruit people with more significant disabilities.

Recommendations

This section is for activities or issues within JET that the inspection team consider being in need of action. It is a testimony to the overall excellent standard of the Organisational Attributes and the Service Delivery that there are so few recommendations especially after a very detailed and comprehensive inspection.

- It is intended by JET that each client is aware and has a copy of the Charter of Rights; this does not appear to be the case. We would recommend that a client Induction Pack be developed for all new starts and information regarding Speak Out, JET Contacts, and Timetables etc in addition to the Charter of Rights to be included and perhaps signed for by individual clients.

- All of the stakeholders (Agencies, Clients, Staff and Employers) contacted during this audit made some comment regarding raising the awareness of JET or improving the marketing strategy. There were specific suggestions regarding improving the website, using social media (Facebook, twitter) and newsletters to employers. We would recommend that JET sets up a short-life working group to explore how best to address this matter.

- Notwithstanding the comments made under 'Areas for Consideration', there needs to be more privacy within the Job Club when staff are discussing job goals or specific issues with individual clients.

- The compilation of the Employment Development Plan is a key activity within the JET process. However, whilst it does serve a purpose there were many issues regarding its relevance and the manner in which it is completed. We would recommend that senior management and all staff meet to re-visit the EDP with a view to perhaps introducing a Vocational Profile in conjunction with an Employment Action Plan.

- There is no doubt that JET has grown considerably in the last several years and its client base is now in the hundreds. It is acknowledged by the inspection team that during restructuring there was a review of caseloads. We would recommend that now the restructuring changes have taken place that the caseloads are reviewed with a view to assessing just how 'active' certain clients are. In addition there should be a client closure process that enables staff to see when the client's case was closed down and why.

Appendix 1
Client Questionnaire Analysis

Sent Out: 250

Returned: 76 (30%)

Q1. I found the referral process to JET services to be friendly, understandable and appreciative of my needs and concerns

3%	1%	11%	26%	59%
Not friendly etc.				Very friendly etc.

Q1. A total of 59% of clients found the referral process to JET’s services to be very friendly and a further 26% stated they were more than friendly with 11% stating they were satisfactory. The remaining 4% thought them less than friendly. Comments were mainly appreciative of the initial referral and meeting with JET. The few negative comments could not, in all fairness, be seen as significant or meaningful.

Q2. I found JET services including buildings, information, materials and meetings to be fully accessible

1%	1%	14%	20%	64%
Not accessible		Partly accessible		Fully accessible

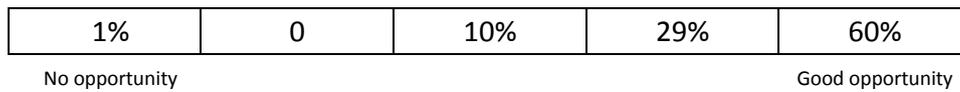
Q2. The vast majority of clients thought that access to JET services, buildings, materials etc were very (20%) to fully (64%) accessible. A further 14% found them partly accessible and the main comment was that the location of JET that made it difficult to physically get there due to restrictive bus services and that it was at the top of a large hill. The lack of car parking was also commented upon.

Q3. Are you in receipt of an accessible copy of JET Charter of Rights?

Yes 14% / No 27% / Don’t Know 59%

Q3. The majority of clients (59%) did not know if they had a JET Charter of Rights with a further 27% stating they did not have one and only 14% stating they did have one. As we understand it the Charter of Rights was only issued recently but many of the clients surveyed were long-term service users. Nevertheless, the majority either did not have one nor had any idea what it was.

Q4. I had the opportunity to express my views and opinions and to make choices within JET services



Q4. The service users of JET expressed a positive statement that they had the opportunity to express views and make choices within JET; a majority of 60% stated they had a good opportunity whilst a further 29% said it was more than satisfactory and 10% saying it was satisfactory. Only 1% said they had no opportunity. Of the few comments made most expressed a positive view of JET.

Q5. I had ownership and control of my Employment Development Plan



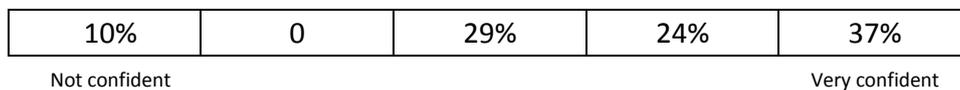
Q5. The majority of clients (48%) stated they had full ownership of their Employment Development Plan with a further 32% stating they had more than satisfactory ownership and control. There were 13% who stated they had little or no control of their plan with the remaining 7% saying it was average. The only comments made were favourable and stating that respondents received support and job ideas. There were no comments from respondents who scored the questionnaire negatively.

Q6. What do you feel could improve the services of JET?

Q6. Only around 15% of respondents made comments regarding how JET could improve its services. Most of these comments stated that JET was already doing enough. Other comments were that JET should have more contacts with employers to offer clients more employment options and that there could be more training for job interviews.

Q7. If you are yet to secure employment through JET services, are you confident and hopeful of finding a job in the near future?

Question not applicable ✓
(I have secured employment)



Q7. A total of 41% answered the question of the respondents' confidence that they will secure work in the near future. The majority (37%) were very confident and a further 24% were quite confident with 29% being of average confidence. There were 10% who were not confident at all and sited the economic climate and the employer's attitude to disability. There were more comments expressed stating they had confidence that JET would help them secure work.

Q8. What JET services have you used? (Please tick ✓)

Job training and education		Employment placement and support		Retention and long term support	
✓		✓		✓	
Assessment and Employment Development Planning (EDP)	✓	Job search assistance	✓	Long term follow up and support	✓
JET education courses	✓	Interview support	✓	Job retention	✓
JET training placements (Acorn nursery, gardens, wood dept, Oakfield cycles, cleaning or packing work)	✓	Employment negotiation	✓	Career development	✓
Work experience	✓	On the job training and support	✓	OT workplace assessment	✓
Transition services from school or college	✓				
If you have used job training and education please answer Q9 &13		If you have used employment placement and support please answer Q 10 – 13		If you have used retention and long-term support please answer Q 11 – 13	

Q8. The majority of clients had accessed at least 3 of the range of services offered by JET.

Q9. If attended any JET courses and/or training did you find the training clear, realistic and relevant?

2%	6%	11%	32%	49%
Not clear, realistic or relevant			Totally clear, realistic and relevant	

Q9. Of the total respondents, 70% stated they had attended JET courses or training. Of those responding, 49% found the event(s) to be totally clear and relevant with 32% stating that they were above average. There were 8% that stated that the course was neither clear nor relevant with a further 11% rating the training as average. The majority of the comments made stated that the training had been helpful. There were a few comments about mixed ability groups which the respondents felt were not appropriate.

Q.10 I felt I had ownership and control of my job search activities

4%	6%	13%	24%	53%
No ownership			Full ownership	

Q10. The majority of respondents stated they had full ownership (53%) or more than average ownership (24%) of their job search activities. There were 10% who stated they had little or no control/ownership with 13% stating it was satisfactory. There were few comments and those made were of a positive nature. The respondents who stated they had little or no control made no comments as to why they had expressed that view.

Q11 I felt I was provided with good support in my job search and in my meetings with employers

2%	2%	11%	22%	63%
No support			Full support	

Q11. There was a very positive response from clients regarding their support from JET in relation to job search and meeting with employers. The majority (63%) of respondents stated they were given full support with a further 22% stating they had been given more than average. Only 4% said they had received little or no support with the remaining 11% saying support was average. Most respondents acknowledged the support they had been given particularly when meeting employers. There were some comments that the respondent had not yet been to an employer nor found a job hence their low rating to the question.

Q12 If you are in a job being supported by JET, are you satisfied with:

a) The terms and conditions of employment?

0	4%	7%	25%	64%
Not satisfied			Fully satisfied	

b) The support being given by JET?

0	2%	9%	14%	75%
Not satisfied			Fully satisfied	

Q12a/b. A total of 58% of respondents answered the question of the question of satisfaction with a) their terms and conditions of employment and b) the support being given from JET

Q12a. The majority of respondents (64%) stated they were fully satisfied and a further 25% stated they were more than satisfied with their terms and conditions of employment. Only 4% expressed any form of dissatisfaction. There were few comments, mainly positive but a few respondents commented they would like to see their support worker more often.

Q12b. A large majority (75%) of respondents were fully satisfied with the support being given by JET whilst in employment. A further 14% were more than satisfied and 9% thought the support satisfactory. There were no significant comments.

Q13. Do you have any other comments?

Q13. Around 15% of respondents made any other comment. The majority of those were to say that JET had been a valuable service to them and most expressed their gratitude. There were a few comments stating that it was sometimes frustrating to have a lengthy wait to access work and that JET needs to become more aware of all disabilities.

Appendix 2 - Quality Assurance – Questions for JET Clients

Clients

- When did you begin using the services of JET?
- How did you come into contact with JET?
- What do you think is the purpose of JET?
- What was your reason for using JET?
- How much did you feel your views were understood and listened to?
- Did you feel in control of the decision making and process regarding your activities at JET?
- Who is your main contact person within JET?
- Do you ever come into contact with any other staff from JET?
- Do you consider JET services are easy to access and buildings easy to find?
- Do you/did you always understand what JET was doing to support and assist you?
- What services did you get?
- How was your Employment Development Plan (EDP) compiled?
- Were levels of support good?
- Has the JET services met your expectations?
- Were you aware of user involvement groups?
- How has JET improved your quality of life?
- What improvements would you like to see or to have seen at JET?

Appendix 3 – Agency Questionnaire Analysis

Sent Out: 68 Returned: 22 (32%)

Q1. How accessible and relevant did you find the promotional information on Jersey Employment Trust (JET)?

0	0	23%	48%	29%
Not at all		Fairly		Very

Please tick source(s) of JET promotional information and comment

Website 9	Brochures 14	Events 10	Meetings 14	DVD 7	Other 3
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Q1. The majority of respondents found the access and relevance of promotional information on JET to be more than satisfactory (48%) to very satisfactory (29%). The remaining 23% were fairly satisfied and the main sources of information about Jet came from either brochures, through meetings or attending events. Information from the JET website and their DVD were also listed by a significant number of agencies.

Q2. The referral process is clear and accessible for agencies.

0	4%	24%	48%	24%
Not at all		Fairly		Very

Q2. The referral process was found to be more than clear and accessible by 48% of respondents whilst a further 24% found it very clear and accessible. There were 24% who rated the process as average with 4% stating it was below average. Comments regarding the process were mainly about the lack of clarity in the referral process, the actual form and the levels of awareness of potential clients.

Q3. Do you feel that JET handle referrals in a timely and professional manner?

0	0	12%	41%	47%
Not at all		Fairly		Very

Q3. Not all the respondents answered this question but of those who did a total of 88% thought the handling and speed of the process was good to very good. The remaining 12% thought it satisfactory.

Q4. From your experience of working with JET, have you found the service to be approachable and professional?

0	0	0	41%	59%
Not at all		Fairly		Very

Q4. All the respondents found their experience of working with JET as good (41%) to very good (59%). There were some extremely favourable comments regarding JET’s approach to multi-agency working and their positive attitude in working with others.

Q5. Are you satisfied with the work of JET?

0	0	5%	63%	32%
Not at all		Fairly		Very

Q5. The majority of respondents (63%) were more than satisfied with the work of JET with a further 32% stating they were very satisfied. The remaining 5 % were fairly satisfied.

Q6. JET maintains good communication channels with referral agencies before, during and after referrals have been made.

0	0	24%	41%	35%
Not at all		Fairly		Very

Q6. A total of 76% of respondent agencies were more than or very satisfied with the communication with agencies before and after referrals have been made. The remaining 24% were fairly satisfied and the few actual comments were mainly concerned with feedback regarding how the referred client is progressing. However, there were also a few comments stating that JET maintained good updates to referral sources.

Q7. Have you ever had to make a complaint?

Yes 2 / No 20

If yes, do you feel your complaint has been dealt with appropriately and professionally?

Yes 2 / No 0

Q7. Only 9% of respondents had ever raised any form of complaint involving JET. All of those received an appropriate and professional response/reply.

Q8. Do you feel that JET offer equality of opportunity in their services?

0	0	15%	40%	45%
Not at all		Fairly		Very

Q8. A majority of 85% of respondents considered that JET delivered a good to very good equality of opportunity in their services. The remaining 15% were satisfied. Most respondents who commented on the good facilitation on the Speak Out group, the introduction of the Good Practice Guide for Employers and the enthusiastic approach by JET to secure employment opportunities for people with disabilities.

Q9. How could JET improve its services?

Q9. Around half of the respondents made a comment regarding how JET could improve its services. There were no common or definitive issues and comments included; More advertising of services; clarity of JET's remit to aid referrals; information on a service users' progress; introduction of sheltered employment for those unable to command a paid job; increased services for people with mental health issues and to focus more on the person-centred approach.

Q10. Any other comments:

Q10. There were no significant responses to 'Any other comments'.

Appendix 4 - Quality Assurance – Questions for JET Agencies

Agencies

- What is your professional relationship with JET?

- What do you understand to be the aims and objectives of JET?

- What formal and informal communication channels do you/your organisation have with JET?

- How effective are JET at delivering their services?

- How much awareness do you have of JET Board of Trustees?

- What has impressed you about JET services and/or JET personnel?

- What is your view on the processes with JET?

- Do you refer clients to JET?
- How do the services and activities of JET benefit your agency?
- What is your opinion on the partnership working relations of JET?
 - with your organisation?
 - with other Jersey organisations?

- What impact has JET had on the equality of opportunities for people with disabilities?
- What services would you like to see JET develop/further develop?
- What improvements/changes could be made to improve JET services and relations?

Appendix 5 – Employer Questionnaire Analysis

Sent out: 110 Returned: 21 (19%)

Q1. How did you find out about the employment services for people with disabilities offered by Jersey Employment Trust (JET)? *(Please tick ✓ all that apply or write them in)*

Media	✓	Phone call from JET staff	✓	Other (please list below)	
Newspaper	✓	Letter of interest from JET	✓		
Event	✓	Job application/CV	✓		
Marketing materials	✓	Phone call from job seeker			
JET staff member	✓	Letter if interest from job seeker	✓		
Fellow employer	✓				

Q1. The most commonly identified source of initial contact between employers and JET came through direct contact with a JET member of staff through either a telephone call, a meeting or during an employer's event.

Q2. Did JET provide you with relevant guidance and advice regarding the recruitment or retention of an employee with a disability? *(Please grade)*

0%	5%	19%	19%	57%
No guidance or advice				A lot of guidance and advice

Q2. Employers considered that they received a high level of guidance and advice from JET staff (76%). The remaining 24% said they received an average amount of information

Q3. Were the clients (job seekers) of JET positively and fairly promoted to your organisation? *(Please grade)*

0	0	14%	29%	57%
Not positively or fairly promoted				Very positively and fairly promoted

Q3. The vast majority of employers (86%) considered that JET clients very more than positively and fairly promoted with the remaining 14% stating they received an average amount of promotion.

Q4. How useful was the information provided by JET to enable you to explore ways of employing a person with a disability?

0	0	15%	40%	45%
Not useful			Very useful	

Please tick source(s) of JET promotional information and comment

Website 1	Brochures 1	Events 5	Meetings 14	DVD 2	Other 1
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Q4. Employers stated that the information provided by JET was either Useful (40%) or Very Useful (45%) with the remaining 15% stating that it was average.

The majority of employers stated that the most common source of JET promotional information came from discussions at meetings and to a lesser extent, through participation at employer events. Use of the JET website and JET marketing brochures appeared very low.

Q5. If you either employed or provided a work experience placement for a person with a disability through JET, how satisfied were you with the quality of support and services provided by JET?

0	0	10%	32%	58%
Not satisfied			Very satisfied	

Q5. Of the employers who either employed or provided some work experience, 90% said they were either Satisfied (32%) or Very Satisfied (58%). The remaining 10% said they neither dissatisfied nor satisfied.

Q6. To what extent do you discuss with JET the opportunity for existing employees with disabilities for job/career progression and to develop their skills and competencies within your organisation?

16%	31%	16%	26%	11%
Do not discuss			Always discuss	

Q6. Employers had a mixed range of views regarding discussions with JET concerning progression and career development of existing employees. The majority of employers (47%) stated that they did not discuss development/progression whilst 47% of employers said they did. The remaining 16% stated that an average amount of discussion took place. It should be noted that some employers who scored on the low side acknowledged in the comments box that they did not currently employ a person with a disability or that it was not relevant. Nevertheless, it is an area for JET to consider addressing.

Q7. Are you aware that JET can provide your organisation with the following services?
(Please select Yes or No - Y/N)

Disability awareness training	Y	Long term support and follow up to employee and employer	Y	OT workplace assessment for employee	N
Recruitment solutions and Job matching	Y	Occupational therapy guidance on assistive technology	N	Advice on access to adaptation grant	N
Information, advice and guidance on supported employment	Y	Retaining an employee with a disability	Y	Links to specialised agencies	N
Initial on the job support for employee	Y	Advice with risk assessments regarding employee	Y		

Q7. It would appear that employers are not fully aware of the range of services that can be provided by JET. There were significant numbers of employers who were not aware of Occupational Therapy guidance on assistive technology and workplace assessments. Moreover many were unaware that JET can provide advice on access to adaptation grants and that JET could link them to specialised agencies. There is of course the possibility that employers have not had to use any of these services but nevertheless employers did not know about them in any case.

Q8. What do you feel could improve the services of JET?

Q8. There were in general very few comments from employers regarding how JET could improve their services. However, those employers who did comment felt that not enough employers knew what JET had to offer and a few stated that some increased marketing in the form of an employer's newsletter and activities to increase awareness among the employers in Jersey.

Q9. Do you have any other comments?

Q9. The employers who did have any other comments expressed their gratitude for the services they have received from JET and remarked upon the excellent support and assistance they had been given.

Appendix 6 - Quality Assurance – Questions for JET Employers

Employers

- What do you understand to be the aims and objectives of JET?
- When were you last in contact with JET?
- How regular is the contact and are there any particular reasons for this contact?
- What services have JET provided to your organisation?
- Have you recruited a person with a disability through JET?
- Who is your main point of contact within JET?
- How has JET contributed to your organisation?
- What support have you been given in order to employ a person with a disability?
- Have you benefited from any JET events or promotional or information materials?
- How professionally do you consider JET to conduct themselves?
- What is your view on the marketing approach used by JET?
- What does JET contribute to Jersey society?
- Has your views/opinions regarding the employment of disabled people changed over the past few years and if so, has JET contributed to your views?
- Do you think JET can make any improvements in its relationship with your organisation or employers in general?

Appendix 7 – Staff Questionnaire Analysis

Sent out: 38. Returned: 27 (71%)

Q1. Jersey Employment Trust (JET) promotes a culture where staff are empowered and supported to be innovative, creative and proactive.

0	0	7%	67%	26%
Not at all		Fairly		Very

Q1. A total of 93% of staff stated that they believed/strongly believed that JET promoted a positive culture amongst staff. The remaining 7% were fairly satisfied that this was the case. Many respondents commented that JET had encouraged and supported staff to be creative and proactive.

Q2. I have access to and/or I am aware of JET policies and procedures regarding Health & Safety, Equality of Opportunities and the Charter of Rights for Service Users.

Yes 27 / No 0

Q2. All staff are aware of policies and procedures and where to access them.

Q3. Staff roles within JET are well defined and the organisational structure and my job description accurately reflect the operational requirements of the organisation.

0	4%	23%	58%	15%
Not at all		Fairly		Very

Q3. Many staff commented on recent organisational and structural changes that have recently been implemented by JET. The majority of these comments were of a positive nature and this is reflected in the 15% who said that staff roles were very well defined and a further 58% who stated that they were more than satisfied and 23% who were fairly satisfied. The remaining 4% were not satisfied. Whilst this question received a high level of satisfaction there were comments that acknowledged it is sometimes difficult to define roles due to the nature of the work of JET. There were some comments regarding grey areas of the difference between the role of an Employment Coordinator and that of a Support Worker.

Q4. JET provides:

a) A good salary

0	4%	51%	41%	4%
Not at all		Fairly		Very

b) Good working conditions

4%	4%	10%	56%	26%
Not at all		Fairly		Very

c) Appropriate staffing levels

0	4%	22%	48%	26%
Not at all		Fairly		Very

Q4a. The question of rates of pay at JET resulted in 51% stating they were fairly satisfied with their salary a further 41% said they were reasonably satisfied with their salary. There were observations from respondents that their salary was less than employees of States of Jersey staff involved in equivalent employment activities. Several staff commented that the salary could be better but that levels of job satisfaction were high.

Q4b. Overall, staff were happy (56%) and very happy (26%) with their working conditions with a further 10% fairly satisfied. There were however comments about cramped conditions and that desks were too small and there is a perceived difference between the working conditions in Acorn and Oakfield. Other than some accommodation issues, staff commented favourably on working conditions.

Q4b. The majority of staff were satisfied (48%) or very satisfied (26%) with the staffing levels within JET and a further 22% were fairly satisfied. There was a general appreciation that staffing levels are appropriate.

Q5. I receive appropriate levels of support and my performance is reviewed on a regular basis.

0	3%	0	41%	56%
Not at all		Fairly		Very

Q5. The majority of staff (56%) stated that they were very satisfied with the levels of support they received and a further 41% were more than satisfied. There were many staff comments stating that they appreciated the regular supervision meetings, levels of support and the 'open door' policy operated by JET Management.

Q6. I have the opportunity for professional development and to develop my skills through job enhancement and training opportunities.

0	4%	7%	45%	44%
Not at all		Fairly		Very

Q6. The majority of staff stated that they had good (45%) to very good (44%) opportunities for personal professional development and access to training opportunities. A further 7% stated they were fairly satisfied. There were many comments from staff acknowledging the good training and development opportunities they had been afforded by JET.

Q7. I have access to resources and materials to enable me to fulfil my job requirements.

0	0	12%	65%	23%
Not at all		Fairly		Very

Q7. Staff stated a good (65%) to very good (23%) level of satisfaction with regards to having appropriate tools, materials and resources do undertake their job requirements with the remaining 12% were fairly satisfied. There were some positive comments concerning the new facilities at the Acorn site there were also a few comments regarding the poor state/standard of the JET vehicles.

Q8. I consider myself to be a valuable member of JET and that my views are valued.

0	4%	4%	46%	46%
Not at all		Fairly		Very

Q8. There was a very positive response from staff with regards to their views being listened to and valued. A total of 46% were more than satisfied with a further 46% stated they were very satisfied. Most of the comments made reflected the view that staff felt trusted and were able to work independently. Moreover, some staff also commented that they considered that they were able to express views and discuss issues at management and team meetings.

Q9. What do you feel could improve the services of JET?

Q9. Only half of the respondents made a comment regarding potential improvements to the services of JET. There were actual few specific comments but several of a general constructive nature including: concentrating more on improving existing services rather than constantly developing new ones; increasing the profile of JET through use of social media; improving communication channels especially with other agencies and a few calls for bigger desks. The more specific comments made focussed on reviewing HR systems; developing a social firm; establishing a job finder post, continued development of Speak Out; restricting 'red tape' and bureaucracy and the desire of a more proactive approach from the States of Jersey regarding implementing disability legislation.

Q10. Any other comments:

Q10. Around one third of respondents made a contribution to Any Other Comments. Most of those who did comment stated that they thoroughly enjoyed their work and complimented the services and attitude of JET. Of a more specific nature there were comments regarding the need for increased marketing and raising the profile of JET; an idea to develop psychological support to clients and a note of caution concerning gathering too much statistics.

Appendix 8 - Quality Assurance – Questions for JET Staff

Staff

- How long have you been with JET?
- What is your role within JET?
- What are your main responsibilities?
- How does your role contribute to the aims and objectives of JET?
- Describe your support structure?
- What are your views of the internal structure and communication channels within JET?
- How often are you in direct contact with JET senior management/Board of Trustees?
- What is your view regarding the policies and procedures of JET?
- What are the main barriers/obstacles in carrying out your duties?
- What is your view of the marketing and employer engagement activities of JET?
- Tell me about any personal development opportunities you have had in the last 2 years?
- Where do you see yourself professionally, in 3 - 5 years' time?
- Who are your main points of contact outwith/externally to JET?
- What improvements/changes could be made to improve JET services?

Appendix 9 - Quality Assurance – Questions for JET Trustees

Board of Trustees

- How long have you been on the Board?
- Why did you become a Trustee?
- What are your main responsibilities as a Trustee?
- What are the aims and objectives of JET?
- How do you contribute to these aims/objectives?
- What are the key services of JET?
- What are the formal channels for ensuring good governance of JET?
- How often do you meet with JET senior management?
- How do the Board ensure the continued funding of JET?
- What measures are in place to ensure that JET fulfils its responsibilities to its funders and key stakeholders?
- On an informal basis how much do you contribute to the success of JET?
- What is JET contributing to Jersey society?
- What channels are taken to raise/discuss any concerns regarding JET activities?
- Where do you see JET in 3 - 5 years' time?