



Annual Report 2019/20



## BHAG

The right job  
for everyone  
within 12  
months



### OUR VALUES

We are **PASSIONATE**  
We are **FAIR**  
We **CHALLENGE**  
the status quo

### OUR PURPOSE

Creating **EQUALITY**  
through employment

### OUR BRAND PROMISE

Right **FIT**

## Board of Directors

### Edward Pitargue

Chairperson  
*Business Analyst, Viridis Ag*

### Carolyn Davis

Dep. Chairperson  
*Director HR, Wodonga TAFE*

### Kellie Howard

Board Member  
*CEO, Squad*

### John Howe

Board Member  
*Senior Consultant, Advent Invent*

### Karen Habermann

Board Member  
*Owner, Albury Precision Engineering*

### Paul Letson

Board Member  
*Cyber Security Manager,  
Ballarat Health Services*

### Sally Squire

Board Member  
*Executive Director Nursing &  
Midwifery, Albury/Wodonga Health*

## Executive Team

### Tracey Fraser

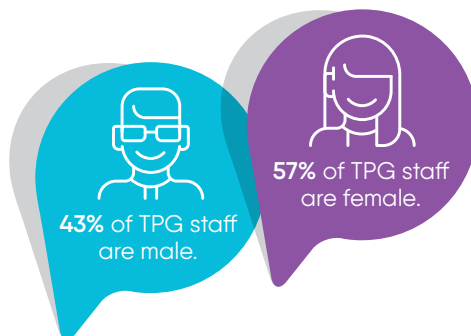
Chief Executive Officer

### John Gibbons

Chief Operations Officer

### Wayne Williams

Chief Financial Officer



## Regions serviced in 2019/20

### NSW

Albury • Lavington • Corowa • Mulwala  
Queanbeyan • Griffith • Hay • Hillston  
Leeton • Wagga Wagga • Cootamundra  
Gundagai • Narrandera • Tumut • Bowral  
Moss Vale • Goulburn • Tahmoor • Yass  
Deniliquin • Finley • Berrigan • Barham  
Mathoura • Young • Harden • Crookwell  
Cooma • Braidwood • Boorowa  
Ashmont • Tolland • Koorinal • Junee  
Batemans Bay • Moruya Narooma  
Kiama • Nowra • Ulladulla • Vincentia  
Corrimal • Dapto • Shellharbour • Warilla  
Wollongong • Sanctuary Point

### ACT

Canberra • Belconnen • Phillip  
Tuggeranong

### Victoria

Echuca • Kyabram • Shepparton  
Mooroopna • Eskdale • Tallangatta  
Walwa • Corryong • Benalla • Bright  
Kilmore • Mansfield • Myrtleford • Seymour  
Wallan • Wangaratta • Wodonga  
Beechworth • Rutherglen • Yarrowonga  
Cobram • Bendigo • Castlemaine  
Gisborne • Heathcote • Kyneton  
Eaglehawk • Maryborough • Wedderburn



## The Chair's and CEO's Annual Report

The 2019/2020 year was of unprecedented change, challenge and uncertainty. Despite the challenging year, TPG has absolutely stood up, kept its focus and delivered on our Purpose – Creating Equality Through Employment. We are extremely proud to be part of this organisation, what it stands for and what it has delivered for the community it serves.

Across our footprint within our communities, our team members have dealt with the unimaginable impacts of bushfires and weathering the ongoing impacts of COVID-19. Every team member stood up, adapted and thought outside the box to work to a “new normal”. All of our team members took up the challenge and ensured that our clients were supported and not left behind.

We continued to achieve for our clients despite the difficult times. As was appreciated by both our clients and the organisation, although bringing a new set of issues into play for our teams, the Australian Government removed mutual obligation requirements for all our jobseekers for most of the year. Engagement with every client was maintained to ensure those capable and willing to pursue employment were fully supported.

In March, much of the organisation shifted to working from home. A significant feat, which was only achieved through the foresight of providing every team member with the right tools and technology.

Some team members remained in office, but the organisation's first priority was for the health and safety of all. Due to government directives, various team members had the added responsibility of supporting their children through remote learning. TPG provided support to impacted team members by considering their unique circumstances and where practical, mutually agreeing to adjusted job roles – whilst balancing the need to continue effective delivery of services to our valued clients.

From a financial perspective, in line with Fair Work legislation, the organisation availed itself of the right to implement annual leave across one day per week for May and June with every team member.

### We concluded the 2019/2020 year with the following amazing highlights:

- 📍 Over 1200 people with a disability placed into employment.
- 📍 Over 600 young people placed into employment or training.
- 📍 Our ParentsNext program is filled to capacity and everyone participating in this program is undertaking an activity.
- 📍 An increasing caseload in Disability Employment Services of more than 20% over 2018/19.
- 📍 Returned a surplus (ex. Jobkeeper) of \$1.4M.
- 📍 In July, 2019, the organisation won both Employer of Choice and Best Medium/Large Business through the

Albury Wodonga Business Awards, and was a regional finalist for Employer of Choice, and Outstanding Young Employee in the NSW Business Awards.

Our DES service continued to attract increasing clients through the choice model – an increase of 20% over the preceding year. Our new sites at Bendigo, Wollongong and the Coast continued to improve their services and profitability. The ACT/Queanbeyan region is of note, increasing their capacities and capabilities to five locations due to increasing demand. This success is underpinned by the teams continued execution of our now well embedded Service Delivery Model: My Future My Choice.

The Transition to Work program (delivered in partnership with CoAct) thrived with the teams' performance continuing to exceed department expectations. This program for young people aged 15 – 24 who have not achieved Year 12, offers one year of support, and requires TPG to achieve performance outcomes 25% higher than those of local Jobactive providers.

Completing the second year of our ParentsNext contract across the ACT, Queanbeyan, Goulburn and surrounding regions saw the program fully embedded and our teams working with parents to ensure they have a planned approach to their future. TPG again has been the provider of choice, with our caseload increasing to supporting some 600 individuals.

July 1 saw the introduction of a new program, Career Transition Assistance, and TPG resourced this for success which fell significantly short of expectations. CTA was put into hibernation in November 2019, awaiting a change in funding arrangements from the Australian Government, which was announced in May 2020. With this change, TPG is in now in a prime position to take advantage of being the sole provider of CTA in most of our regions.

The year ended with TPG holding the following contracts:

- 📍 23 Disability Employment Service contracts across 11 Employment Service Areas.
- 📍 1 ParentsNext contract in an expanded Employment Region.
- 📍 2 Transition to Work contracts in expanded Employment Regions.
- 📍 5 Australia Post contracts.
- 📍 2 Assisted School Travel contracts.
- 📍 1 National Panel of Assessors contracts across 5 expanded Employment Regions.
- 📍 5 Career Transition Assistance contracts across expanded Employment Regions.

To support the expansion, our team expanded too, with an additional 30 new roles created across the year, primarily in service delivery.

**In April, the Board, also working remotely, set new themes for 2020/2021 to guide long term success and strategy, relying on both our history, current practices and programs and future direction, being:**

- Envisioning success.
- Telling our story.
- Call to action.
- Meeting individual needs.
- Maximising resources.

**Annual priorities supporting the above themes were decided by the Executive, being:**

- Business continuity.
- Business/systems enhancements.

- Preparing for future growth.
- Enhance existing service delivery.
- Communications and advocacy.

**The organisation's drive to be innovative was also evident in:**

- The adoption of remote team member inductions.
- Utilising Zoom across all teams.
- Multiple micro projects completed to improve business activity through the Emerging Leaders program.

The Personnel Group prides itself on its constant and consistent approach to ensuring clarity and transparency across the organisation. This focus ensure that all our teams know the strategic direction

of the organisation and their individual and team role in this. Never more so than this year, creating a calm environment for success was paramount, whilst also ensuring that all teams are cognisant of and included in the future goals and directions of the organisation.

To support our team, a comprehensive Learning and Development strategy was implemented, which proved to be very successful. This delivered a full training calendar, covering both skills and knowledge development. TPG firmly believes that well trained, resourced and ethically focused employees are the key to the many successful outcomes we achieve for our clients.

Finally, we would like to again acknowledge TPG's incredibly committed team and thank them for their continual dedication and passion to achieving quality outcomes for our clients and employers. We also thank TPG's dedicated Board who have overseen another successful year delivering strong guidance and support to the management team. Without their dedication and support, TPG would not be able to achieve its continued exceptional results.

**Edward Pitargue**  
Chairperson

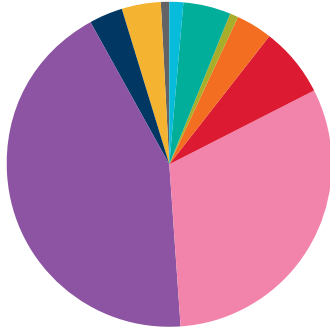


**Tracey Fraser**  
Chief Executive Officer



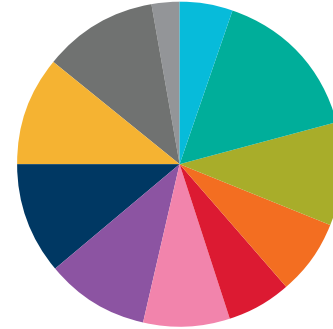


# Primary Disability



Acquired brain injury	1.39%
Autism	4.76%
Deafblind (Dual Sensory)	0.07%
Hearing	0.76%
Intellectual	3.83%
Neurological	6.83%
Physical	31.27%
Psychiatric	43.13%
Specific Learning/ADD	3.32%
Speech	0.12%
Unknown/Not Stated	3.86%
Vision	0.66%
<b>TOTAL</b>	<b>100%</b>

# Participant Age Groups



15-19	5.60%
20-24	15.97%
25-29	10.42%
30-34	7.83%
35-39	6.63%
40-44	8.66%
45-49	10.72%
50-54	11.20%
55-59	11.30%
60-64	11.67%
65+	2.66%
<b>TOTAL</b>	<b>100%</b>



## Disability Employment Services (DES)

The Personnel Group is a long-term provider of the DES Program, having commenced providing disability employment services in 1986 when the industry emerged. 2019 / 2020 was a successful year for TPG's DES team, continuing the growth experienced in the previous year. We now deliver DES in 11 Employment Services – Kiewa, Ovens, Goulburn Valley, Sturt, SE NSW, Southern Ranges, ACT, Wollongong, Eurobodalla and Shoalhaven, covering all regional areas between Melbourne and Sydney, and extending out into remote NSW and along the southern NSW coast.

At the conclusion of the 19/20 year TPG supported 2756 participants, an increase of

700 on the previous year. This demonstrates that TPG is increasingly being selected by participants who know they will receive a quality service, and a high likelihood of obtaining employment.

In order to facilitate this strong flow of participants into the DES program, TPG maintains strong relationships with over 1,050 service providers across its footprint, increasing this number by 150 from the previous year. These relationships allow TPG to work proactively with potential participants, and to appropriately refer existing participants to services that can support their journey to employment.

Our service delivery model, known as 'My Future, My Choice' guides our DES service delivery. This model is an industry leading investment in both roles and tools, which rapidly find sustainable employment. My Future, My Choice is continually improved by an internal committee, that strives to find better ways of providing service to clients.

TPG continues to work productively within the labour market, maintaining a current relationship with over 20,000 employers. This number includes nearly 9,000 new employer connections made during the 19 / 20 year. These relationships are fostered by building long term, trusted connections with these employers, and by adhering to TPG's brand promise – Right Fit.

Ultimately the end goal for TPG is long term employment, and

all major metrics are geared around the longevity of its participant's jobs. We have a dedicated team of workers who support participants and employers in order to maintain jobs longer term. This can involve spending time alongside the participant in their role, helping them to overcome any arising barriers. Due to this commitment to support TPG secured 569 jobs that lasted beyond 26 weeks during the 19/20 year.

Our DES participants have reported a strong satisfaction with service provided, reporting a Net Promoter Score of 85.4% from over 6000 surveys completed, which denotes an extremely satisfied and loyal customer base.





## Transition to Work Program (TtW)

The Personnel Group has now delivered the TtW program, in partnership with CoAct, for 4 years and continues to achieve fantastic results. This program is aimed at re-engaging unemployed young people who have not completed year 12. We deliver this program in the employment regions of Murray Riverina, and Goulburn Murray.

At the conclusion of the 19/20 year, we had provided support to 583 participants, which was an increase of around 50% on the previous year. This growth is based on quality relationships with key referral sources including jobactive providers, and a variety of youth services.

TPG continued to achieve industry leading placements for its caseload – securing 511 employment opportunities and 170 education placements for its caseload. These results are a testament to the intensive model used in TtW and the dedicated approach of TPGs staff.

Our TtW service delivery model is known as ‘My Career Launchpad’ and involves a comprehensive process that supports participants to become work ready. TPG staff work intensively with participants to keep them on a steady timeline to future employment. My Career Launchpad is continually improved by the MCL Improvement Committee, who meet regularly to improve methods and processes,

TPG utilises a variety of engagement events to link participants with employers or education providers. These events involve workplace tours and talk, and opportunities for clients to learn about potential career directions. We participate in a large number of youth engagement activities aimed at exposing clients to potential careers, including career expos, school presentations, and other major events.

Education is a critical part of participant development, so TPG has arranged a number of courses with local education providers that link participant interests with local labour market and skills shortages. This means that participants can develop skills that can easily translate to employment in their local region.

Our TtW participants have reported a strong satisfaction with service provided, reporting a Net Promoter Score of 88.8% from around 2,500 surveys completed. This rating indicates that our TtW participants are extremely satisfied with our service and loyal to the TPG brand.



**transition**  
TO WORK

an Australian  
Government Initiative

A member of **coact** 

## ParentsNext (PN)

TPG completed its second year delivering ParentsNext in 19/20 and continued to produce strong results. This program is aimed at supporting stay at home parents to prepare to re-engage with the workforce. TPG delivers this contract in the Capital Region – covering Canberra and surrounds. The program supports a variety of parents with young children the majority of whom are referred to us once their youngest child turns 3 years old flagging an impending return to the workforce. Young mothers who did not complete Secondary School receive support from the time their child turns 1 to enable early interventions to be put in place.



ParentsNext is a proactive program that supports participants to complete activities that will position them well once they return to the workforce. These activities can include both vocational and non-vocational supports. During the 19/20 over 90% of participants linked with ParentsNext engaged in one or more activity. Common activities included education, volunteering, pre-employment programs and language, literacy and numeracy courses including english as a second language courses.

During the 19/20 year, over 300 new participants were referred to TPG, and over 900 participants received support over the year. This compares to the 750 participants who received support during the previous year.

Our service delivery model for ParentsNext is currently under development, and is being refined based on staff and participant feedback.

The PN team is staffed by 5 team members, who have supported the majority of referred clients to assess their current level of work-readiness and develop a plan that improves their readiness to return to or enter the workforce.

Our PN participants have reported a strong satisfaction with service provided, reporting a Net Promoter Score of +82. This indicates that PN participants are happy with the service they receive and are highly likely to refer others to participate.

## Career Transition Assistance (CTA)

2019 / 2020 was TPG's first year delivering CTA, and there were many lessons learned. This program is aimed at supporting mature aged jobseekers to develop skills that will allow them to re-enter the workforce. TPG provides this program across its entire footprint.

The program is generally delivered in a face to face, classroom format, however the Christmas Period, Bushfires and the arrival of the COVID pandemic saw services temporarily cease, and then recommence in an online format. This new format has allowed for improved servicing to participants in a variety of locations, and also helped build their digital literacy.

Early in the year TPG experienced great success with 40 participants commencing in this program, with many examples of participants developing useful skills, and using these to gain employment. The reintroduction of the program in June 2020 using an online format has seen a further 5 participants referred.

TPG is looking forward to seeing this program grow from strength to strength in 20/21.



## Ancillary Activity

### Assisted School Travel

Assisted School Travel is a state government funded service which supports people with a disability to attend school, where they require assistance. TPG provide this service, holding 3 contracts – in Albury and Goulburn. Each of these contracts employs a TPG participant, giving them an opportunity for sustainable, long term employment.

TPG have plans to extend this service in the coming year, with additional contracts confirmed for Griffith and Albury, and drivers ready to commence service wherever a contract becomes available in its major locations.

### Australia Post Contracts

In order to more directly impact the local labour market, TPG plays the role of the employer for a number of Australia Post contracts. These contracts were commenced in 2007 with the aim of creating long-term employment opportunities for TPG's participants. TPG now holds 5 contracts – West Wodonga, Yackandandah, Baranduda, Bethanga and Killara. These contracts provide jobs for 13 employees, 11 of which are TPG participants.

2019/2020 has shown a continued increase in delivery demand, particularly for the Killara and Baranduda contracts due to large residential development. This increase created new opportunities to employ 2 additional staff members. Covid lockdown has also created larger demand on parcel deliveries due to shops closing and moving to online shopping, which has seen further opportunities for TPG participants.



# Staff Engagement

In April 2020 we conducted an ongoing staff engagement survey, to gather important feedback about areas to celebrate and areas for improvements.

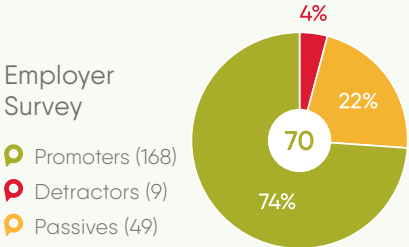
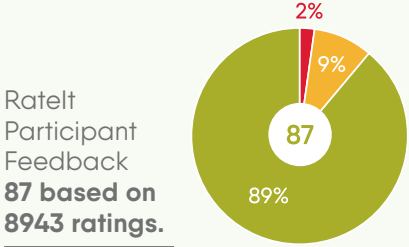
With a staff participation rate of 85%, we obtained an engagement score of 8.6/10, which is .07 above the industry benchmark (7.9). Our Net Promoter Score (NPS) for this survey was +72, which is 30 points above the not-for-profit industry average.

The engagement score is an overall indicator of how engaged our team members are. The score is calculated as an average of scores given in response to questions relating to; staff engagement, belief, loyalty and satisfaction.

Our top drivers of engagement were identified to be based around; reward and recognition, communication and equality. These strengths make a major, positive contribution to the engagement of your team members.

The survey allows us to base priorities around the low scoring areas. For example, our team members indicated that they were not fully aware of our annual review process. Therefore, our People and Culture managers delivered numerous training sessions to communicate the review process to all team members.

## How likely are you to recommend The Personnel Group to colleagues and friends?





1300 874 000  
[personnelgroup.com.au](http://personnelgroup.com.au)