

Employer Needs Benefit Analysis

A How-to guide for employers

Developed by Imagine More, based on insights from
Marc Gold & Associates, pioneers of Customised Employment.

1. Competitive vs non-competitive hiring

Traditionally, competitive hiring focuses on selecting the most suitable candidate by comparing qualifications, experience, and interview performance.

In contrast, non-competitive hiring emphasises finding the right fit by focusing on individual strengths, interests, and skills rather than comparing candidates. Job seekers proactively identify and approach workplaces with which they align, or employers promote opportunities informally, such as through word of mouth.

Hiring people with disability

Disability Employment Services typically use competitive hiring practices, assessing candidates based on their capabilities and comparing them to others on a waitlist. This can disadvantage individuals with more complex needs, even when they can make meaningful contributions.

Customised Employment: A non-competitive approach

Customised Employment (CE) focuses on creating roles based on the job seeker's strengths and the employer's needs. Following a discovery process, a person with disability (or their representative) connects with potential employers who have been identified as a good match. Together, they collaborate to design a mutually beneficial role.

UniStay's Fresh Approach

Raquel, the manager at UniStay Accommodation, received a visit from Jules, Zack's Job Coach. Jules introduced the concept of "Customised Employment"—a tailored approach to hiring. Through the discovery process, it was identified that Zack, who has an intellectual disability, had a keen interest in working with mail delivery alongside colleagues.

Jules explored employer needs at UniStay Accommodation and identified many tasks that aligned with Zack's interests and skills. UniStay embraced the Customised Employment process, and Raquel and Jules collaborated to create a role that aligned with both Zack's strengths and the organisation's needs.

Now, Zack is an integral part of the reception team, processing parcels for students to pick up. New responsibilities are evolving, and Zack is thriving in the teamwork environment while earning an award wage.

2. How does Customised Employment work?

Customised Employment (CE) is a step-by-step process that matches the strengths and interests of a person with disability to workplace needs, creating a role that benefits both the person and the employer. Here's how it typically works:

1. **Discovery**

CE begins with Discovery, where a job seeker's strengths, interests, and ideal work conditions are identified. This information forms the foundation for finding the right match.

2. **Identifying potential workplaces**

Using insights from Discovery, potential workplaces are identified based on how well they align with the job seeker's skills and interests. Families often reach out to social networks to generate leads.

3. **Employer Needs Benefit Analysis (ENBA)**

Once a workplace is identified, the person's supporter typically collaborates with the employer to explore tasks or needs that align with the job seeker's skills and interests. Alternatively, this step can also be carried out directly by employers.

4. **Job development**

Together with the employer, a customised role is created that meets the organisation's needs while building on the job seeker's strengths.

5. **Implementation**

The job seeker begins their role, often with the support of a Job Facilitator.

6. **Ongoing support**

As the employee gains confidence and competence, support gradually fades, but assistance is available whenever needed to ensure long-term success.

Watch our **7-minute** [Customised Employment Animated Video](#) to learn more.

3. What is an Employer Needs Benefit Analysis (ENBA)?

The ENBA, created by Marc Gold & Associates, helps identify opportunities where businesses can benefit from hiring a person with disability.

Who does an ENBA?

An ENBA is most effective when conducted by a Job Coach or Job Developer in collaboration with the employer and staff. However, employers can also perform an ENBA independently if they want to proactively create opportunities for people with disability without a specific candidate in mind.

When a Job Developer conducts an ENBA, the findings are typically shared with the employer. While there is no obligation to hire the person, the information serves as the foundation for proposing and negotiating a customised job role that benefits both the employer and the job seeker.

What to look for

A. Valued task areas

The ENBA identifies opportunities in three key task areas:

1. **Unmet needs** – Tasks that are overlooked or incomplete.
2. **Cost savings** – Tasks that could be reassigned from higher-paid staff.
3. **Operational enhancements** – Tasks that improve workflow, customer satisfaction, or efficiency.

B. Where to find these valued tasks

To find these tasks, employers look at:

1. **Employees and their tasks** – Tasks that are disliked, incomplete, or misaligned with core responsibilities.
2. **The workplace environment** – Physical inefficiencies, safety issues, or disorganisation.
3. **Customer interactions** – Opportunities to improve customer experiences or address complaints.

Examples of how this works in practice

Where to look ↓	What to look for		
	Unmet Needs	Cost Savings	Operational Enhancements
Employees and their Tasks	Filing paperwork or tasks left incomplete	Reassigning data entry from senior staff	Streamlining workflows by delegating routine work
Workplace Environment	Organising cluttered storage areas	Assigning maintenance tasks instead of outsourcing	Optimising workstations for faster productivity
Customer Interactions	Providing a greeter to assist waiting customers	Handling inquiries to free up senior staff	Enhancing customer satisfaction through better service

You can download a form from the [Marc Gold and Associates Website](#) to help you collect this data:

Making sense of what you've found

You have all this information from the ENBA. Now, what to do with it?

Check for a fit:

For every task you've highlighted, consider the specific skills or strengths required. If someone with disability has reached out, see if there's a match with their skills.

Customise the role:

If the identified tasks and the person's potential contributions align, create a tailored job role that benefits both your organisation and the individual. Customised Employment typically ensures that the employee is paid an award wage, reflecting their valuable contributions.

Give feedback:

If you don't see a fit for the person with disability, let them (or their representative) know. A bit of feedback or advice can make a significant difference in their journey.

Next steps after the ENBA

1. **Reach out to us:** Contact us at Imagine More. We can connect you with families who have completed the Customised Employment process and whose family members' strengths and interests might align with your workplace needs.
2. **Promote inclusive hiring locally:** Share your interest in inclusive hiring with local schools, community networks, or advocacy groups. This can help you connect with motivated candidates who may be a great match for your workplace.

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