

TRAMPOLINE GROWING ALTERNATE TALENT FOR ENGINEERING SECTOR (GATES) PROGRAM

Program Fact Sheet

Trampoline, a research and technology non-profit organization in Singapore, is launching an employment program called Growing Alternate Talent For Engineering Sector (GATES) for Persons With Disabilities (PWDs) with Autism Spectrum Disorders (ASD) who are less-work ready. GATES will be funded by an Outcomes-Based Contract, in which Impact Bridging Funders that provide upfront funding to Trampoline can receive Impact Repayments on their capital if Trampoline successfully achieves pre-agreed impact outcome targets. The contract is designed to encourage social service organizations like Trampoline to take new innovation risks, adopt strong impact measurement practices, and build a record of evidence-based impact.

Project Overview

PWD Landscape in Singapore

As of 2016, Singapore has approximately 50,000 individuals with ASD in a population of five million; 11,500 are under the age of 19.¹ According to a 2019 report in *Straits Times*, only about 5%² of PWDs are employed, compared to a low general unemployment rate in Singapore of 2.3% in 2019³. While not all PWDs are able or desire to pursue employment, there likely remains significant room to enhance employment opportunities for PWDs.

Singapore currently supports PWDs through the Third Enabling Masterplan, a five-year roadmap for the community. The Enabling Masterplan 2030, the fourth iteration, is expected to launch by the end of 2022.⁴ A key strategic direction of this plan is to “improve access to enhanced pathways for employment and lifelong learning opportunities” for PWDs. Notable government schemes working towards this goal include the Open Door Programme by SG Enable and the Enabling Employment Credit, a wage offset scheme for employers of PWDs.

Trampoline hopes to complement these efforts in supporting PWDs gain access to employment. Many existing employment programs for PWDs focus on lower-skilled

¹Autism Resource Centre, “Prevalence of Autism in Singapore”, <https://www.autism.org.sg/living-with-autism/prevalence-of-autism-in-singapore>.

²Straits Times, “Just 5 in 100 people here with disabilities have jobs”, <https://www.straitstimes.com/singapore/just-5-in-100-persons-here-with-disabilities-have-jobs>

³Ministry of Manpower, “Summary Table: Unemployment”, <https://stats.mom.gov.sg/Pages/Unemployment-Summary-Table.aspx>

⁴Straits Times, “Milestones in disability inclusion in Singapore”, <https://www.straitstimes.com/singapore/milestones-in-disability-inclusion-in-singapore>

jobs. However, higher-skilled individuals may also require support for work employability. Prior to the program, Trampoline received approximately 50 to 60 calls per year from PWDs with ASD, in particular from Institutes of Higher Learning (IHLs) requesting training to enter high-skilled engineering and IT jobs. Trampoline had to turn the majority of them away due to lack of funding.

Funding Structure

The Outcomes-Based Contract will provide SGD 340,000 from Impact Bridging Funders to fill Trampoline's funding gap and enable Trampoline to provide job training and placement for less work-ready, tertiary-educated PWDs with ASD seeking skilled jobs in engineering. GATES' goal is to decrease the unemployment rate of PWDs with ASD and increase rates of retention for those who are placed in employment. Based on the program's success in achieving three-month and nine-month employment retentions and the Impact Bridging Funders' preferences, Trampoline will repay the Impact Bridging Funders.

TABLE 1: TARGET OUTCOMES

Definition	Terms
Programme length	30 months
Total number of cycles	7
Total number of participants	70 (average of 10 per cycle)
Total amount of Impact Bridging Funding	SGD 340,000
Total amount of Outcomes Funding	SGD 350,000
Target Outcome 1	
Job Placement	Job Placement + 3 month retention (including probation, if applicable)
Target total placements	32
Target Outcome 2	
Retention	9-month retention (including initial 3 months in Target Outcome 1)
Target total placements	21

In turn, Trampoline receives funding support from a variety of sources, including entities such as the Impact Bridging Funders and Outcomes Grant Funders. The model

enables Impact Bridging Funders to multiply their impact and recycle the returned funds to other impact-driven programs or back to Trampoline for future iterations of the program and internal capacity building support. Trampoline will also have skin in the game by contributing some upfront funds towards GATES.

Outcomes will be reported on a quarterly basis, as well as in a Midterm Report and Final Evaluation Report. The funders and service providers will convene in quarterly Governance Committee meetings to discuss progress-to-date and provide capacity building support as needed.

The GATES Program

PROGRAM COMPONENTS

The program has the following key components:

1. **Off-site training (1 month):** PWDs will learn relevant hard and soft skills in training. Trampoline will match these PWDs to employers based on an internal assessment.
2. **Work environment preparation:** Once matched, Trampoline begins training the designated supervisor(s)/colleague(s) to work with PWDs and, if necessary, redesigning the workspace and job description to meet the needs of the individual PWD.
3. **On-site training and probationary employment (3 months):** Trampoline's job coaches and counselors will be on-site to train and transition the PWDs into the workplace, work with the managers, and troubleshoot if any issues arise.
4. **Long-term retention:** After the 3-month on-site training, the PWDs convert to permanent employment. Trampoline continues to provide ongoing support by having job coaches and counselors available on an as-needed basis to help train the PWDs in new skills or tasks and resolve any issues that may arise.

TRAMPOLINE'S APPROACH

Trampoline's employment program uses a development approach in which they focus on developing PWDs for successful careers in the engineering field. They provide training on both hard skills, such as engineering tasks, and the soft skills needed in the workplace, such as communication and adapting to new information. In this way, PWDs learn skills that allow them to be adaptable in the workplace and pursue continuous improvement in their skillsets and positions. The program also provides job coaches and occupational therapists who often go down to the PWDs' places of work to provide ongoing support to PWDs for as long as necessary, which helps the PWDs take on more responsibility in their jobs and advance in their careers over time.

Trampoline will also work directly with employers to ensure the work environment will be suitable for PWDs, which may require helping adjust the workspace or job to be

more accommodating for PWDs needs. Employers will undergo awareness workshops and relevant staff will be guided on managing PWDs on an ongoing basis. Trampoline staff will teach employers a basic understanding of autistic traits to help employers gain a specific understanding of the respective individuals at work and how to manage them. Employers will also be trained on how to practice ASD-friendly communication such as giving instructions, monitoring work progress, setting goals/key performance indicators (KPIs), and performance monitoring.

In addition, Trampoline's holistic approach to PWD career development includes family-based interventions involving family therapists and facilitators. These interventions are designed to help foster greater understanding from caregivers on their PWD's unique traits and work circumstances so that caregivers can provide relevant training and support at home to support their PWDs work aspirations.

PILOT PROGRAM

The program is based on a 2018-2019 pilot program that Trampoline ran called AHEAD. AHEAD was a research and development program that aimed to place tertiary-educated PWDs with ASD into high-skilled IT jobs. In this project, Trampoline is hoping to replicate its success and learnings from the AHEAD program in a new industry. Trampoline will also pilot a new business model in which Trampoline receives a) consulting fees from helping employers adopt more inclusive workplace practices and b) small fees from served individuals themselves. The proposed program's intention is to take the learnings and expertise from the AHEAD program to create a financially sustainable social enterprise model in a new industry.

What Are Some Benefits Of An Outcomes-Based Contract?

Benefits For Trampoline:

1. **Provide Cashflow for Upfront Costs:** Structuring the project as an Outcomes-Based Contract will allow Trampoline to access impact bridging funding to pay for upfront costs, such as hiring the needed staff and getting the program off the ground.
2. **Mitigate Impact Risks:** The Outcomes-Based Contract will also mitigate the impact risks associated with starting a new social enterprise program. For example, it may take Trampoline longer than expected to place the first few cohorts of program participants, or the program may encounter unforeseen difficulties as it is being trialed in a new sector. The Outcomes-Based Contract will give Trampoline a buffer to protect against such potential risks.
3. **Drive Innovation:** Impact bridging funds allow Trampoline to pilot their intervention and continuously innovate and improve their services, with support from the Impact Bridging Funders who can provide hands-on support and capacity building to enable the provider to succeed.

Benefits For The Ecosystem:

1. **Enhance Understanding Of This Segment of PWDs:** The structure of the Outcomes-Based Contract involves mobilizing service provider data to rigorously evaluate and improve programs. This not only helps build the capacity of Trampoline in developing evidence-based interventions, but it is also a good way to start collecting data on PWDs that can then be segmented for further analysis to understand Singapore's disability landscape.
2. **Aligns Funding To Outcomes:** In the Outcomes-Based Contract, success payments are only paid out if the intervention succeeds in achieving target outcomes, which encourages greater focus on achieving longer-term outcomes.
3. **Strengthen Cross-Sector Collaboration:** The Outcomes-Based Contract will provide a vehicle through which Trampoline can engage a new mix of private and philanthropic funders and draw on their expertise through formalized and continuous improvement mechanisms.

Project Partners

The project contracts are entered into between the following parties who have supported the program:

Impact Bridging Funders



TEMASEK

TEMASEK
FOUNDATION

Outcomes Grant Funders



Diana Koh
Foundation

ECCA FAMILY
FOUNDATION



Service Provider



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