

Research report

Jobcentre Plus Employer Satisfaction and Experience Survey 2012

by Emma Pollard, Felix Behling, Jim Hillage and
Stefan Speckesser

Department for Work and Pensions

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Emma Pollard, Felix Behling, Jim Hillage and Stefan Speckesser

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Abbreviations

AES	Annual Employer Survey
AIC	Akaike Information Criteria
BIC	Bayesian Information Criteria
DWP	Department for Work and Pensions
EDon	Employer Direct online
ESS	Employer Skills Survey
IES	Institute for Employment Studies
LMS	Labour Market System
OLS	Ordinary Least Squares
SBRS	Small Business Recruitment Service
SIC	Standard Industrial Classification
UKCES	UK Commission for Employment and Skills

Summary

As set out in the 2011/12 Jobcentre Plus delivery plan, employer services are being modernised¹. To help inform this process, the Department for Work and Pensions (DWP) commissioned the Institute for Employment Studies, in partnership with Ipsos MORI, to conduct a telephone survey with a representative sample of 3,000 employers who had placed a vacancy with Jobcentre Plus between 1 September and 30 November 2011. The survey took place between 13 March and 2 May 2012. The questionnaire was designed to:

- measure and explore the overall satisfaction and use of Jobcentre Plus services; determine which aspects of the service employers are the most and least satisfied with, including satisfaction with the various contact channels and what drives satisfaction levels;
- detect possible differences in satisfaction among different employers (in terms of size, sector and location, i.e. Jobcentre Plus Group);
- examine employer awareness of, use of and appetite for, online channels, identifying employers' suggestions for improvement of the existing Employer Direct online (EDon) service, prior to roll-out of Universal Jobmatch;
- explore in detail what types of vacancy employers place with Jobcentre Plus and their satisfaction with the current Vacancy Advertising Service (including satisfaction with the outcomes achieved, such as quality of Jobcentre Plus candidates).

The focus of this report is on the main strategic findings, with the key findings from the analysis briefly summarised below.

Overall satisfaction with Jobcentre Plus services is high

Nearly nine in ten employers are satisfied (87 per cent satisfied, 13 per cent dissatisfied) and a quarter are extremely satisfied with Jobcentre Plus services. Most employers, 82 per cent, thought the level of service provided by Jobcentre Plus had stayed the same over the previous six months and 14 per cent said services had improved.

Employers were generally satisfied with the 18 separate elements of the Jobcentre Plus Vacancy Advertising Service we measured. Satisfaction with the speed at which vacancies were displayed and the professional nature of Jobcentre Plus staff scored the highest (with an average score of 8.8 and 8.9 out of ten) while the quality of candidates attracted the lowest levels of satisfaction (6.6 out of ten).

Half (49 per cent) of the employers in the survey said that they were given a named contact for further advice or queries when they first got in touch with Jobcentre Plus. Just over one-third (36 per cent) said they were not given contact details and 15 per cent were unsure. Direct contact with Jobcentre Plus staff helped facilitate a positive experience for employers when using Jobcentre Plus in placing and filling vacancies, as those with a direct contact had higher satisfaction scores than those who did not.

Around a quarter (24 per cent) of all employers thought that there was nothing in particular that needed to be improved in Jobcentre Plus services, reflecting their overall high satisfaction level.

¹ DWP 2012 *Universal Jobmatch*. [Online] <http://www.dwp.gov.uk/adviser/updates/universal-jobmatch/> [accessed on 5/9/2012]

However, most employers did give suggestions for improvement: the most commonly cited areas for improvement included candidate quality and suitability for the advertised vacancy, communication from Jobcentre Plus staff, user friendliness of online services, and the (accurate) handling of vacancy details.

What drives satisfaction?

To identify which aspects of existing service delivery are most strongly associated with overall satisfaction, detailed modelling of survey data has found:

- The **quality of the candidates** put forward to employers is the area where there is most opportunity for Jobcentre Plus to drive up satisfaction further. Satisfaction levels with candidate quality are well below average but this factor has an important influence on overall satisfaction. In the survey, the key concerns among employers about candidate quality centred on their suitability for the post and in particular their lack of experience, their lack of a positive attitude or lack of relevant qualifications.
- The second area which offers most scope for improvement is **accessibility and business relationships**. It is an important driver of satisfaction and although satisfaction scores are fairly high, there is further scope for improving performance. Therefore Jobcentre Plus should ensure that:
 - ease and efficiency of its system for registering vacancies is as easy to use and efficient as possible;
 - Jobcentre Plus staff are available if required to handle queries;
 - information about other Jobcentre Plus services is readily available; and
 - staff understand business and skills needs.

An increase in the satisfaction with these measures will positively increase overall satisfaction (but not to the extent that changes in the satisfaction with resolving queries would do).

- Ensuring the service lives up to employers' expectations and **queries are resolved** efficiently is also important but is already an area of strong performance and so Jobcentre Plus should focus on ensuring it continues to deliver the currently high level of service in this regard.
- Employers are already very satisfied with the **timeliness** with which vacancies are displayed and Jobcentre Plus just needs to maintain its level of service here.
- The final driver covers the **treatment and communication** aspects of the service and, although satisfaction with this element of the service is relatively low, the model indicates that it is not particularly influential and so Jobcentre Plus is unlikely to get a good return on significant investment in this area.

Employer vacancy activity

Employers generally use Jobcentre Plus to fill elementary, sales and skilled vacancies but most would consider using Jobcentre Plus to recruit to wider roles, indicating the potential scope for Jobcentre Plus to extend its reach.

Two-thirds (66 per cent) of those employers who place a vacancy with Jobcentre Plus offer some form of flexible working conditions, mainly part-time working (this was generally for between 16 and 30 hours a week). The key reasons for offering part-time work were to meet customer needs, to help the company recruit the quantity of staff they need, to meet the requirements of the job, to maximise the use of company premises, or for financial reasons.

Four in five employers (83 per cent) filled their vacancies; two-thirds (69 per cent) of them did so through Jobcentre Plus. Employers offering flexible working terms or using wider recruitment methods (beyond Jobcentre Plus) were no more successful in filling their vacancy than those who did not.

Use of online recruitment

Two in three employers who placed a vacancy with Jobcentre Plus use the internet for recruitment. Only one-third (31 per cent) use the EDon service. Use of EDon is most common among large employers, those in the financial and business services sectors, and those located in Southern England. Employers who do not use EDon said they preferred a personal service or were not aware that EDon existed.

Generally employers' preferred method for contacting Jobcentre Plus was by telephone and this can act as a barrier to persuading more employers to place vacancies using Jobcentre Plus' online service.

Online recruiters thought the internet provided a better way of accessing and processing applications. They expect the system to be easy for them to use, in particular to be able to upload vacancies and to be able to sift online applications easily and match applicants to job specifications. They also expect an online recruitment service to be easy for applicants to use.

To increase employers' use of future online services, the results suggest that Jobcentre Plus needs to:

- focus its attention on those employers who already use the internet for recruitment (65 per cent of employers);
- increase awareness of the online option for vacancy advertising and the features it offers (as 20 per cent of employers not using EDon are unaware of this service);
- improve the quality, accessibility and functionality of the EDon service to meet increasingly sophisticated expectations.

If, in moving over to a more online service, Jobcentre Plus can ensure employers receive the support, accuracy and speed of service that they currently feel they get from personal contact with Jobcentre Plus staff and that, crucially, the applicants they get through are suitable for the advertised job then overall satisfaction levels should not be detrimentally affected.

Employers' awareness and use of wider services

Employers using the Vacancy Advertising Service had relatively low levels of awareness of other Jobcentre Plus services, including:

- Work Trials; 48 per cent of employers were aware of the service, nine per cent had used it.
- Advice about employing people who may need special support; 40 per cent were aware of the service, eight per cent had used it.
- Support for recruitment beyond the Vacancy Advertising Service (for example, recruitment advisory service, European employment service, Small business recruitment service); 35 per cent were aware of the service, 14 per cent had used it.
- One-third of small employers had heard of the Small Business Recruitment Service (SBRS) and only six per cent had worked with the SBRS in the previous six months.
- Support for improving workforce skills; 31 per cent were aware of the service, six per cent had used it.
- Support when making redundancies; 14 per cent were aware of the service, three per cent had used it.

Generally satisfaction levels were high among those that do use these wider services, and they were used by employers because they are free and perceived to give access to better candidates. There is therefore scope for promoting wider use of these services.

1 Introduction

1.1 Background

As stated in its 2011/12 Delivery Plan, Jobcentre Plus is modernising its services to employers in response to opportunities arising from digitalisation, decentralisation and local accountability².

To help inform this process, the Department for Work and Pensions (DWP) commissioned the Institute for Employment Studies in partnership with Ipsos MORI to conduct a survey to measure employer satisfaction and experience with Jobcentre Plus.

1.2 Objectives

The specific objectives set for the survey included:

- Measure and explore the overall satisfaction and use of Jobcentre Plus services.
- Determine which aspects of the service employers are the most and least satisfied with, including satisfaction with the various contact channels and what drives satisfaction levels.
- Detect possible differences in satisfaction among different employers (in terms of size, sector and location, i.e. Jobcentre Plus Group).
- Examine employer awareness of, use of and appetite for online channels, identifying employers' suggestions for improvement of the existing Employer Direct online service, prior to roll-out of Universal Jobmatch.
- Explore in detail what types of vacancy employers place with Jobcentre Plus and their satisfaction with the current Vacancy Advertising Service (including satisfaction with the outcomes achieved, such as quality of Jobcentre Plus candidates).

1.3 Methodology

Between 13 March and 2 May 2012, a total of 3,008 computer aided telephone interviews were conducted with employers who had placed a vacancy with Jobcentre Plus between 1 September and 30 November 2011. In the main, the survey questions focused on the experience of placing this vacancy, with the questionnaire made up of six topics covering:

- Background, to confirm respondents are eligible to take part (see below) and key employer characteristics.
- Employer awareness, use and satisfaction with Jobcentre Plus services other than the Vacancy Advertising Service.
- Recent Vacancy Advertising Service activity and experience.
- Current use of digital services, expectations and reasons for non-use.
- Channel(s) used when contacting Jobcentre Plus.
- Overall satisfaction with Jobcentre Plus services.

² DWP 2012 *Universal Jobmatch*. [Online] <http://www.dwp.gov.uk/adviser/updates/universal-jobmatch/> [accessed on 5/9/2012]

The questionnaire and opt out letter are included in Appendix A. The population for the survey was defined as employers who had had contact with Jobcentre Plus within six months of the survey date. This was to:

- ensure for sufficient recall of contact experience and therefore yield reliable information; and
- ensure that all employers sampled would be eligible (in that they had had some form of direct contact with Jobcentre Plus and were therefore able to provide feedback on this experience).

The sample was drawn from Jobcentre Plus' Labour Market System, which includes the employer's contact details for the vacancy they placed. Generally, the contact had a senior-level role in the organisation (e.g. general manager, managing director/owner, human resources/personnel manager). In only a small proportion of cases (ten per cent) was the respondent from an administrative or specialist finance role. The average interview length was 20 minutes. The effective response rate was 58 per cent. The results have been weighted to ensure they are representative of the original survey population and are therefore considered to be a reliable reflection of the views of employers who use Jobcentre Plus' Vacancy Advertising Service.

Table 1.1 shows the weighted profile of responding employers (see Appendix B, Table B.4 for the unweighted profile). Employers in the hospitality and distribution and the financial and business services sectors accounted for over half (58 per cent) of respondents, the smallest sectors were construction and other services. The majority of employers in the sample (81 per cent) were small, with fewer than 50 staff. Employers were spread across Great Britain, although relatively fewer were located in the Wales, Scotland and North East England Jobcentre Plus Groups (six, eight and eleven per cent respectively). As would be expected, there is some degree of overlap between the employer categories, particularly between size and sector. Small companies were over-represented in the financial and business services, other services and construction sectors, and large companies were over-represented in the public services and primary and manufacturing sectors.

Where relevant the results are set in the context of the findings of previous surveys, such as the DWP's Annual Employer Survey, which was last conducted in 2008/09. However, it is important to note that the sample sources for previous surveys and the detailed questions asked in previous surveys differ from those in the current survey and therefore the results are not strictly comparable.

The report focuses on the key findings and the most robust differences in satisfaction and experiences between employer groups. Therefore, unless otherwise specified, the associations or relationships between the data highlighted in this report are statistically significant.

Table 1.1 Weighted sample profile

Category	%
Sector	
Primary and manufacturing	10.0
Construction	6.1
Hospitality and distribution	34.5
Financial and business services	23.8
Public services	18.6
Other services	7.0
Size	
1-9	39.0
10-49	41.7
50-249	14.8
250-499	2.4
500 +	2.1
Jobcentre Plus Group	
Central England	22.0
London and the Home Counties	17.0
North East England	11.0
North West England	17.0
Scotland	8.0
Southern England	19.0
Wales	6.0

Base: All, 3,008.

Source: Q5 (size); Q8 (sector).

Further details of the methodology are set out in Appendices B and C.

1.4 Report structure

This report examines the main findings from the survey. It covers:

- Employers' vacancy activity (Chapter 2).
- Employers' use of online recruitment methods and engagement with Jobcentre Plus' online services (Chapter 3).
- Overall satisfaction among employers with their experience of working with Jobcentre Plus (Chapter 4).
- Satisfaction with specific elements of the Vacancy Advertising Service (Chapter 5).
- Employers' use of, and satisfaction with, other Jobcentre Plus services (Chapter 6).
- The drivers of employers' satisfaction (Chapter 7).
- Conclusions and recommendations (Chapter 8).

2 Vacancy activity

Key findings

- Employers generally use Jobcentre Plus to fill elementary, sales and skilled vacancies; 65 per cent of vacancies placed with Jobcentre Plus are for these occupational groups. However, most of these employers, particularly medium-sized employers, would consider using Jobcentre Plus to recruit to other roles as well, indicating potential scope for Jobcentre Plus to extend its reach.
- Smaller employers, those in North East and North West England, and construction employers are most likely to rely solely on Jobcentre Plus to try to fill their vacancies.
- Two-thirds (66 per cent) of employers placing a vacancy with Jobcentre Plus offered some form of flexible working conditions, mainly part-time working (for between 16 and 30 hours a week).
- Four in five employers (83 per cent) filled the vacancy they had initially placed with Jobcentre Plus; two-thirds (69 per cent) of them did so through Jobcentre Plus and the rest by other means.

2.1 Introduction

Every working day Jobcentre Plus takes in the region of 10,000 vacancies³. A primary aim of the Department for Work and Pensions is to raise the employment rate, with Jobcentre Plus' Vacancy Advertising Service supporting employers to achieve their recruitment needs.

The evidence presented in this chapter looks at the types of vacancies employers place with Jobcentre Plus to examine the following questions:

- Are employers using Jobcentre Plus to advertise a range of vacancies?
- What opportunities are there for increasing the range of vacancies placed with Jobcentre Plus?
- Do employers who use the Vacancy Advertising Service use other recruitment methods?
- How successful is the Vacancy Advertising Service compared to other recruitment methods?

2.2 Type of vacancies placed

2.2.1 Posts

For what kinds of roles do employers use the Jobcentre Plus Vacancy Advertising Service?

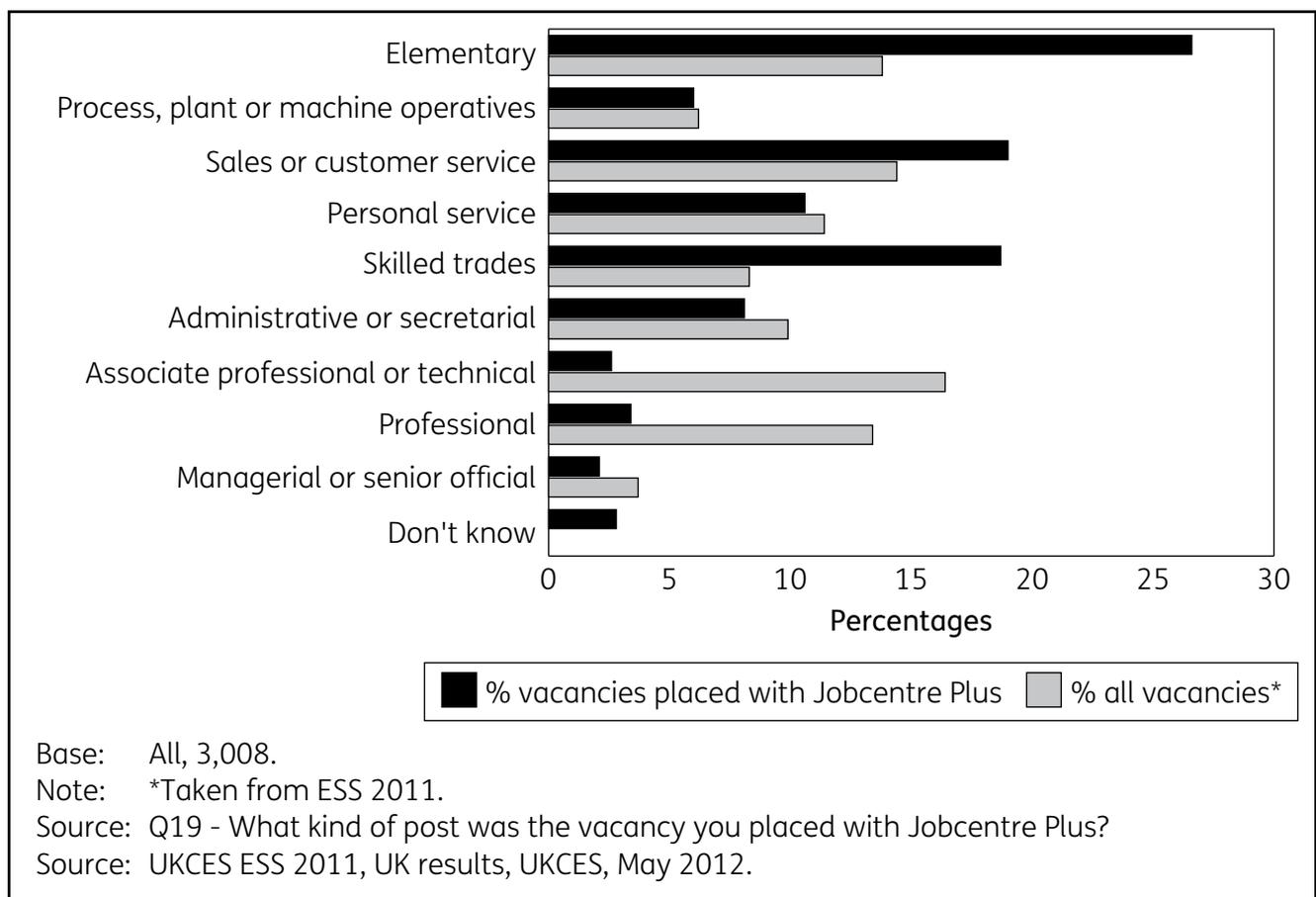
Around 12 per cent of employing establishments have a vacancy at any one time (UK Commission for Employment and Skills (UKCES), 2012) and of those 39 per cent use Jobcentre Plus to help them fill their vacancy (UKCES, 2011).

³ www.dwp.gov.uk/newsroom/ministers-speeches/2012/30-05-12.shtml

Our survey, of those employers who had used Jobcentre Plus to advertise a vacancy in the autumn of 2011, indicates clear preferences among employers to place specific types of vacancies with Jobcentre Plus (Figure 2.1). Most commonly, employers placed vacancies for elementary occupations (27 per cent). These are jobs that require relatively limited amounts of training, for example labourers in the building trade, postal workers, hospital porters, security guards and shelf fillers. The next most common groups were sales or customer service occupations (19 per cent) and skilled trades (19 per cent). The latter are generally craft-based occupations requiring specific vocational skills, for example sheet metal workers, motor mechanics, electricians, plumbers or butchers⁴. Rarely did employers use Jobcentre Plus to advertise higher-level occupations such as professional occupations (three per cent), associate professional or technical occupations (three per cent) or managerial or senior official occupations (two per cent).

The greatest differences in the occupational profile of placed vacancies were noticed by sector. As would be expected, the vast majority of vacancies placed by construction companies were for skilled trades, whereas most of the vacancies placed by employers in the hospitality and distribution sectors were for sales/customer service roles or for elementary occupations. For employers in public services, personal service occupations were particularly common, and these employers were more likely than others to place vacancies with Jobcentre Plus for higher-level occupations.

Figure 2.1 Type of post/occupation of vacancy placed with Jobcentre Plus



⁴ Using Standard Occupational Classification 2000, at major group level.

There was also some variation in the pattern of advertised vacancies by employer size. Vacancies for sales/customer service occupations and for skilled trades were more common among very small employers (with fewer than ten employees), accounting for almost half of their vacancies, whilst larger employers (with 250 employees or more) were more likely than others to place vacancies for higher-level occupations, particularly for professional roles. Although it should be noted that elementary occupations were the most common focus of vacancies placed with Jobcentre Plus for all sizes of employer.

The Employer Satisfaction and Experience survey provides a snapshot of the vacancies placed with Jobcentre Plus and this differs somewhat to the profile of all vacancies across the UK⁵. The latest Employer Skills Survey (ESS) (UKCES, 2012) shows that the greatest number of vacancies are at associate technical and professional level, followed by sales or customer service occupations, elementary occupations and professional occupations. Comparing vacancy patterns indicates the potential for Jobcentre Plus to expand the reach of their Vacancy Advertising Services in order to more closely correspond with the number and range of vacancies in the UK economy (see Section 2.2.2).

2.2.2 Potential for future vacancies

Would employers use Jobcentre Plus to advertise other types of vacancies?

Employers were asked hypothetically whether they would consider using Jobcentre Plus to recruit for any 'other' roles (other than the type of role for which they were currently recruiting) if they had vacancies, and the vast majority (91 per cent) would indeed do so⁶ (Table 2.1). Medium to large employers (with between 50 and 500 staff) were the most likely to consider this kind of support to recruit for other roles, as were those in the public services and the primary and manufacturing sectors. Generally, employers appeared most open to considering Jobcentre Plus for potential administrative and secretarial vacancies, and for elementary occupations. It is interesting that although the current contact with Jobcentre Plus tends not to be to recruit to higher-level occupations, 71 per cent of employers would consider using Jobcentre Plus to help them to recruit either managerial, professional or technical positions.

These findings may reflect employers' perceptions of Jobcentre Plus and the candidates it can reach/attract. Alternatively the findings are likely to reflect their expectations for the type of vacancy they could have at some point in the near future, and so will be influenced by their current occupational profile, local labour market potential, and their business plans and ambitions. The key issue, however, is that employers could be persuaded to place a wider set of vacancies with Jobcentre Plus, if they had them.

⁵ Note that the Jobcentre Plus employer survey draws a sample from across Great Britain, whereas the UKCES employer survey samples employers from across the UK.

⁶ It should be noted that employers may not necessarily have these roles within their organisations nor have vacancies either currently nor expect to have any in the near future in these particular occupational groups.

Table 2.1 Type of vacancy (post/occupation) employers would consider placing with Jobcentre Plus

Post/occupation	%
Elementary	74.9
Process, plant or machine operatives	50.5
Sales or customer service	62.6
Personal service	53.0
Skilled trades	60.9
Administrative or secretarial	75.6
Associate professional or technical	53.5
Professional	56.1
Managerial or senior official	58.4
Grouped occupations	%
Elementary and process	77.4
Sales, customer and personal services	71.0
Skilled trades, administration and secretarial	82.4
Managerial, professional and technical	70.9

Base: Employers **not** already recruiting to that occupation (varies).

Note: Multiple response, so sum may be greater than 100 per cent.

Source: Q47 – Would you consider using Jobcentre Plus to recruit to any of these other roles? (Multiple response.)

2.2.3 What proportion of employers would not consider Jobcentre Plus for other positions?

Fewer than one in ten employers (nine per cent) would not consider Jobcentre Plus for any other positions. Those least likely to consider Jobcentre Plus were very small employers (with fewer than ten staff), and those in the construction, hospitality and distribution and other services sectors. The key reason for not considering Jobcentre Plus for wider occupations was a lack of need, as employers do not recruit to certain roles⁷. However, for higher-level occupations, some employers noted that recruitment tended to be either internal or industry-specific (14 per cent and 19 per cent respectively for managerial roles), and some had concerns that candidates would not be suitably qualified (17 per cent).

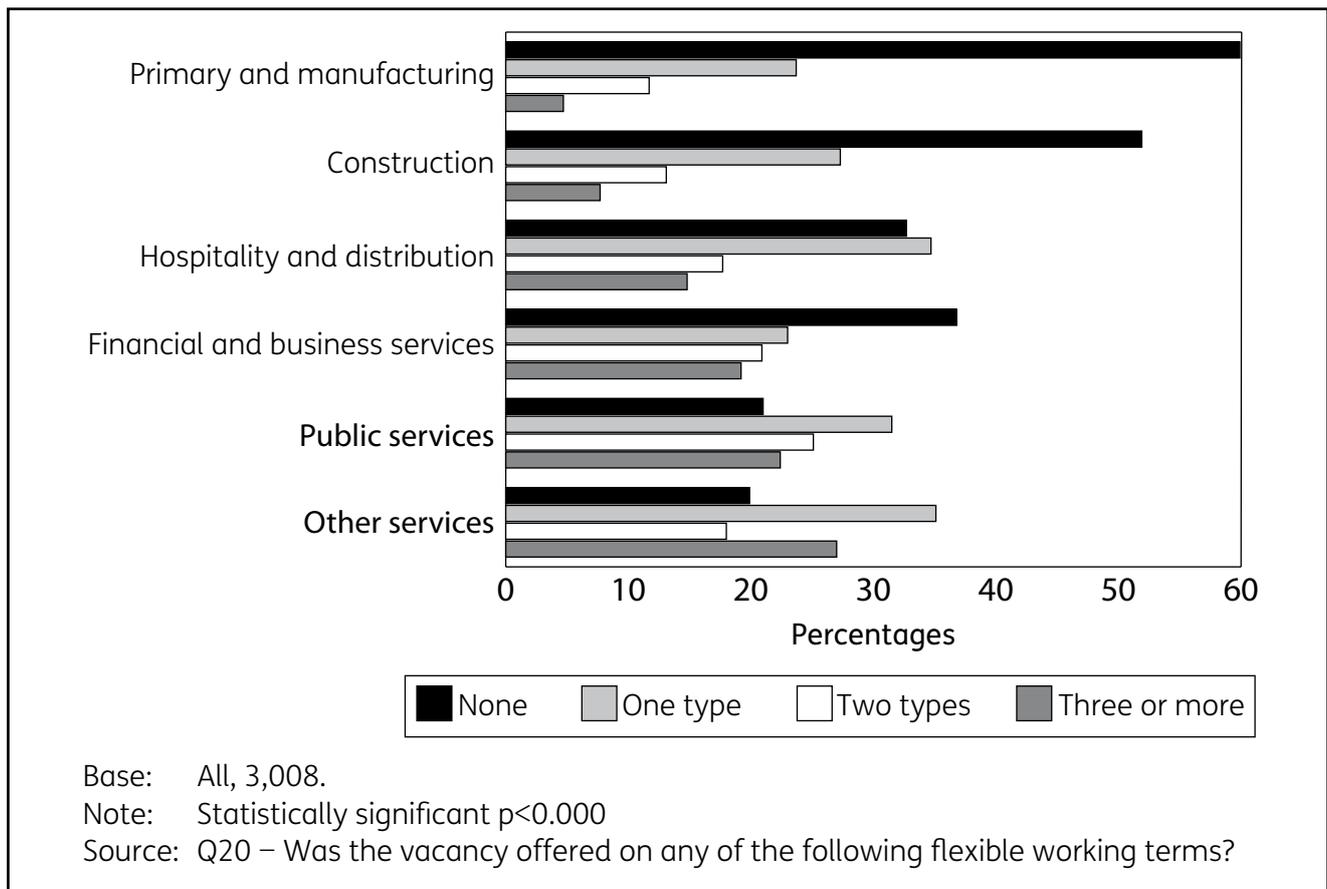
2.3 Flexibility in working arrangements

2.3.1 Do employers offer flexible terms?

Two-thirds of employers (66 per cent) offered some degree of flexibility in the working arrangements for the vacancy placed with Jobcentre Plus (Figure 2.2). Flexible employers tended to be smaller employers; those in public services and other services sectors; and those looking to recruit to personal service roles, elementary positions, sales or customer service roles or professional-level positions.

⁷ For example, 82 per cent of those employers who would not use Jobcentre Plus to recruit to personal service roles said this was because they do not recruit to those roles.

Figure 2.2 Flexibility of vacancy offered by company sector (%)



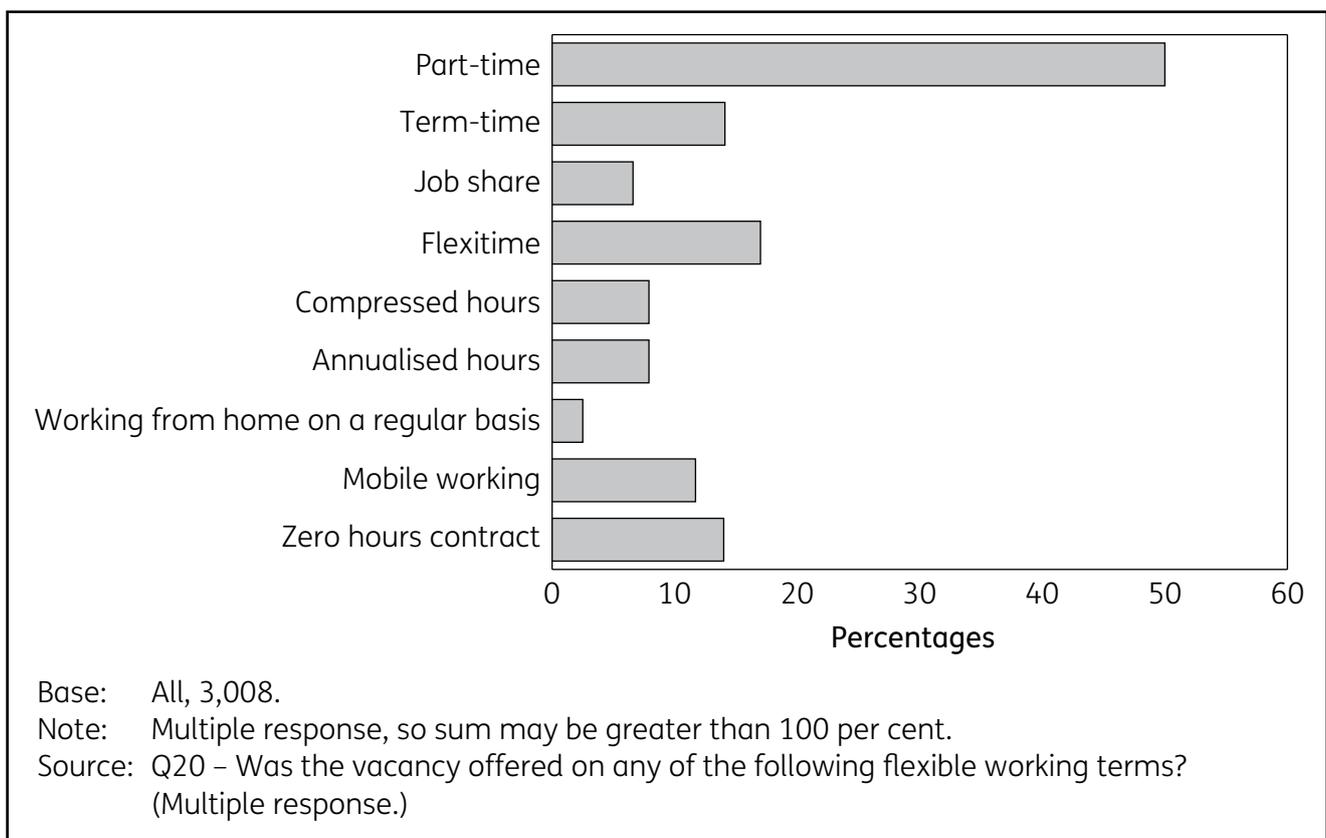
Conversely, one-third of employers did not offer flexible working terms for the vacancy they placed with Jobcentre Plus. The employers least likely to offer flexibility were those in primary and manufacturing and in construction sectors, fewer than half of these employers offered at least some degree of flexibility in their advertised vacancy(ies). Also, those employers with vacancies for managerial/senior official roles or for process, plant or machine operatives were the least likely to offer flexible working terms.

Across all employers, the most common reasons for not offering flexible terms were that employers felt it was not appropriate for that particular vacancy (45 per cent), or that they do not offer flexible terms for any posts/employees (36 per cent). A smaller proportion noted that they do offer flexible terms but do not advertise this at the recruitment stage (11 per cent). The rest gave other reasons or did not know.

2.3.1 What flexibility and combinations of flexibility are offered?

The most common form of flexibility on offer was part-time working, and exactly half of all the employers surveyed offered their vacancy on a part-time basis (Figure 2.3). In 70 per cent of cases the part-time hours on offer exceeded 16 hours a week. A range of reasons were given for offering part-time hours. The top five reasons provided were to meet customer needs (38 per cent); to help the company recruit the number of staff they need (15 per cent); to meet the requirements of the job (suggesting that the post did not necessarily require full-time, standard hours and working terms, 14 per cent); to maximise the use of company premises (five per cent), or for financial reasons (seven per cent).

Figure 2.3 Flexibility of vacancy offered, in terms of...



Other types of flexible working arrangements were considerably less common, including flexitime (offered by 17 per cent of employers), term-time working (offered by 14 per cent), zero hours contract⁸ (14 per cent) or mobile working (12 per cent). Less common still were compressed hours (eight per cent), annualised hours (eight per cent), job-sharing (seven per cent) and working from home on a regular basis (three per cent). The types of flexibility offered varied somewhat by sector and by size, and are summarised in Table 2.2.

⁸ Zero hours contracts are contracts of employment which do not specify any number of hours that the employee will be required to work. Instead, workers must be ready to work whenever they are asked and they are paid only for the time worked. See Citizens Advice Bureau's note on contracts of employment at www.adviceguide.org.uk/england/work_e/work_rights_at_work_e/contracts_of_employment.htm

Among companies offering one type of flexibility, unsurprisingly this was most commonly part-time work. For those offering two types of flexibility, this was either a combination of part-time and term-time working, part-time and flexitime, or part-time and zero hours. Three or more types of flexibility involved a variety of combinations of flexible working although generally alongside part-time work.

Table 2.2 Types of flexibility offered, by employer characteristics

	Most common for employers in...	Rare for employers in...
Part-time	Other services, public services, hospitality and distribution Recruiting to personal service or elementary occupations	Construction Recruiting to managerial or process/plant/machine operative roles
Term-time	Public services, financial and business services, hospitality and distribution London and the Home Counties, Southern England Large employers (250-499 staff) Recruiting to personal service roles	Primary and manufacturing North West England Very large employers (500+ staff) Recruiting to managerial or process/plant/machine operative roles
Job share	Public services, other services Wales Recruiting to personal service roles or professional occupations	Construction North West England Recruiting to sales/customer service or professional occupations
Flexitime	Public services, other services Very small/very large employers Recruiting to personal service roles or professional occupations	Construction Large employers (250-499 staff) Recruiting to process/plant/machine operative roles
Compressed hours	Other services Recruiting to personal service roles	Construction Recruiting to managerial or process/plant/machine operative roles
Annualised hours	Other services Recruiting to personal service roles	Primary and manufacturing Recruiting to managerial roles
Regular home working	Other services Recruiting to professional occupations	Primary and manufacturing Recruiting to process/plant/machine operative roles, elementary occupations or skilled trades
Mobile working	Construction Very small employers Recruiting to personal service roles or professional occupations	Hospitality and distribution Primary and manufacturing Very large employers Recruiting to managerial or secretarial/administration roles
Zero hours contract	Public services, other services, financial and business services London and the Home Counties Recruiting to personal service or elementary roles	Primary and manufacturing Southern England, Wales Recruiting to managerial roles

Base: All, 3,008.

Only statistically significant relationships are shown.

Source: Q20 – Was the vacancy offered on any of the following flexible working terms?

2.4 Other recruitment methods

2.4.1 Do employers use other methods to try to fill their vacancies?

Half of all employers using Jobcentre Plus services to place a vacancy used no other methods of recruitment on the occasion in question. These employers relied solely on Jobcentre Plus to fill their vacancy. Among those employers who did use other methods, the most frequently cited were to advertise in local newspapers, advertise using their own company website, use notice boards, use word of mouth, promote individuals from within their own organisation, or use other general websites. A great number of other methods were also noted, including using social media websites. However, the use of social media websites was limited to only one per cent of employers, and these employers tended to use Facebook and Twitter. These employers were more likely to be small organisations, and in the 'other' services sectors (which includes the creative industries, where networking to find work is common).

The recruitment methods can be grouped in three key clusters:

- **internal or informal** (promotion by the company itself such as notice boards, leaflets, website, or word of mouth, internal promotion, and responding to speculative applications), used by 67 per cent;
- **press** (using newspapers, journals and broadcast media) used by 24 per cent of employers who used wider recruitment methods;
- **support from external agencies** (such as recruitment agencies, careers services or other government services), used by 24 per cent⁹.

Those employers most likely to use external agencies were least likely to use internal/informal methods and vice versa. Those most likely to use external agencies (and least likely to use internal/informal methods) were large employers, those in the financial and business services and in primary and manufacturing sectors, and those based in London and the Home Counties. Those most likely to use internal/informal methods (and least likely to use external agencies) were smaller employers, those in the hospitality and distribution sectors and in other services sectors, and those based in North West England and in Wales. There was little variation in use of the press to support recruitment, with one exception – employers in the primary and manufacturing sectors and in public services were more likely than employers in other sectors to use press methods.

2.4.1 Reliance upon Jobcentre Plus

There was considerable variation in reliance upon Jobcentre Plus for recruitment for different groups of employers (based on their characteristics). Those who only used Jobcentre Plus to advertise their vacancy were considerably more likely to be smaller organisations, with likelihood diminishing with size. Indeed, only one in five very large employers used Jobcentre Plus exclusively during their last recruitment episode; the rest used other recruitment methods alongside Jobcentre Plus services. In addition, employers relying solely on Jobcentre Plus support were more likely to be located in North West or North East England, and to be in the construction sector, in primary and manufacturing industries or in the other services sectors.

⁹ Multiple responses allowed, i.e. an employer may use both press and informal methods, therefore the percentages add up to more than 100.

2.5 Successful methods for filling vacancies

2.5.1 What proportion of employers are successful?

Four in five employers (83 per cent) were successful in filling their vacancy, or if they had multiple vacancies, at least in filling some of them. Those most successful were medium-sized employers (with between 50 and 250 staff), whereas those least successful were either very small (fewer than ten staff) or very large (with at least 500 staff). Although generally successful, there are indications that those recruiting to higher-level occupations (particularly to managerial roles) were the least likely to be successful¹⁰. Employers offering flexible working terms were no more successful in filling their vacancy than those who did not, and employers using wider recruitment methods were no more successful than those relying solely on Jobcentre Plus to place their vacancy.

2.5.2 Which recruitment methods achieve success?

Among those employers with filled vacancies, by far the most successful recruitment method was using Jobcentre Plus. Indeed, two in three employers (69 per cent) who had recruited someone to their vacancy had done so via Jobcentre Plus. Although a wide range of other methods for filling vacancies were reported (see above), these were used successfully by relatively few employers. For example, the next most common recruitment method (after the Jobcentre Plus Vacancy Advertising Service) was word of mouth and this was used by only six per cent of employers to successfully fill their vacancy, followed by using local newspapers, online recruitment and notice boards (each used successfully by three per cent of employers).

Among those employers using wider recruitment methods, it would appear that internal and informal methods (such as in-company advertising, word of mouth and internal promotion) and also support from external agencies were more effective than using the press to advertise their vacancies. Just under half of employers using internal and informal means or external agencies reported these to be the method by which their vacancy was successfully filled, whereas approximately one-third of those using press methods found these to be successful.

2.6 Key messages for Jobcentre Plus

Employers look to Jobcentre Plus to fill their lower-level vacancies but the responses to the survey suggest they would be willing to consider Jobcentre Plus to help them fill a wider set of roles if and when they had a vacancy. Medium-sized employers (with between 50 and 500 employees) were the most likely to consider using Jobcentre Plus for other vacancies. They were also the employers who were most likely to have had success in filling vacancies with Jobcentre Plus in the past. Evidence from the recent UKCES survey suggests that this group of medium-sized employers have the greatest potential for economic growth but can be held back by skill shortages (UKCES, 2012). This all suggests that Jobcentre Plus has potential to extend its reach beyond the segment of the job market in which it is traditionally based and is successful. However, if it does so, as we shall see (see Chapter 5), it will need to ensure it can deliver good quality candidates in order to maintain the confidence of employers.

¹⁰ The number of employers with managerial and senior-level vacancies is relatively small (unweighted base = 54).

3 Employers' use of online recruitment

Key findings

- Employers had a strong preference to contact Jobcentre Plus by telephone and this can act as a barrier to getting employers to place vacancies using the online service. Indeed, those who did not recruit online prefer telephone or face-to-face methods of contacting Jobcentre Plus when placing a vacancy.
- Although two in three employers used the internet for recruitment, less than one-third of employers (31 per cent) use the internet-based Employer Direct online service (EDon). Under a half (46 per cent) of internet recruiters used EDon. The rest preferred a personal service or were not aware that EDon exists.
- Use of EDon was most common among large employers (54 per cent), those in the financial and business services sectors (41 per cent), and those located in Southern England (34 per cent).
- Online recruiters thought the internet provided a better way of accessing and processing applications and was also easier for applicants.

3.1 Introduction

Jobcentre Plus is changing its services to employers to make more use of digital channels. In late autumn 2012, DWP will launch the new Jobcentre Plus web-based job posting and matching service, Universal Jobmatch.¹¹

Part of the change will see employers having access to a free internet-based job filling and matching service that will replace the current **Employer Direct online**. In this chapter we explore the extent to which employers are engaging with digital channels to advertise their vacancies, again by focusing for each employer on one occurrence during the past six months where they have placed a vacancy with Jobcentre Plus. We look at their channel preferences for contacting Jobcentre Plus. We also look at their general use of the internet and their use of online recruitment methods (including EDon), the expectations they have for online recruitment services and the concerns they have. This will help Jobcentre Plus determine employers' awareness, readiness and appetite for online/digital channels.

3.2 Contacting Jobcentre Plus

3.2.1 How do employers like to contact Jobcentre Plus

Employers were asked about how they like to contact Jobcentre Plus for a number of different scenarios, from placing a vacancy advertisement through to seeking advice on redundancies or seeking advice about employing people with particular support needs. In this way it is possible to explore channel preferences for contacting Jobcentre Plus, and to see if preferences change with different types of interactions.

¹¹ <http://www.dwp.gov.uk/adviser/updates/universal-jobmatch/> this will be delivered by the new Universal Jobmatch service.

...when placing a vacancy?

Currently employers wanting to advertise a vacancy can contact Jobcentre Plus online via the EDon service, by telephone (through Employer Direct) or by other methods such as face to face or via email. The survey shows that employers appear to have a strong preference for telephone contact (see Table 3.1) when placing a vacancy advert, with over half preferring this method of contact. Indeed, employers have a desire for personal contact, which they feel provides them with better support, understanding of their needs, and overall a better service (as indicated by their concerns over online services which are discussed below).

However, there is an appetite for using online channels to place vacancies with Jobcentre Plus, as the second most preferred contact method was online/via the website. Over a quarter of employers would prefer online/website contact when placing a vacancy. This rises to approximately one-third for employers in the financial and business services sectors and in the primary and manufacturing sectors, and to over half when focusing on larger employers (with at least 500 employees). Employers in the hospitality and distribution sectors, however, were the least likely to prefer online contact when placing a vacancy.

...when requiring other support?

The survey found that for all purposes of interaction with Jobcentre Plus (not just when placing a vacancy advert) there was a strong preference for telephone contact when considering training for new staff, when considering taking on work experience candidates, when seeking advice on redundancies, and particularly when considering taking on candidates on a trial basis or seeking advice about employee support needs (Table 3.1). The second most common preference was for email contact, and relatively few employers (fewer than one in ten) would prefer online/website contact for these other given scenarios. It is interesting to note that preference for telephone contact falls as employer size increases, for all scenarios, and generally it was the largest employers that were most likely to prefer online/web-based or email contact with Jobcentre Plus.

Table 3.1 Preferred method of Jobcentre Plus contact for different scenarios

	Email %	Online/ website %	Telephone %	Face to face %	Other %	Don't know %
Placing vacancy advert	15.6	27.1	54.7	2.0	0.2	0.3
Seeking advice on redundancies	8.9	6.9	60.5	6.3	4.4	13.1
Considering training for new staff	14.0	10.8	54.5	5.2	3.8	11.8
Considering taking on work experience candidates	12.7	7.6	58.8	7.5	3.5	9.8
Considering Work Trials	12.7	6.5	62.0	8.1	2.5	8.2
Seeking advice about employee support needs	11.0	6.3	63.2	10.4	2.1	7.0

Base: All, 3,008.

Source: Q56 – When...how would you prefer to contact Jobcentre Plus?

Employers in North East and North West England were more likely than employers in other locations to say they would prefer telephone contact when placing a vacancy and for many other scenarios, but there was no clear pattern of preference for online/web contact by employer location. Employers in the other services sectors and the construction sector also appeared to have a greater preference for telephone contact with Jobcentre Plus for many scenarios.

How do employers actually contact Jobcentre Plus when placing a vacancy?

Employer behaviour in practice mirrors the preferences expressed in Table 3.1, as the majority (62 per cent) of employers contacted Jobcentre Plus by telephone when they placed their recent vacancy, and just under one-third (31 per cent) did so online. A further eight per cent had email contact, and three per cent had contact in person.

3.3 Employers' use of internet for recruitment

Answers to the survey indicate that the vast majority of employers regularly use the internet, and that approximately two-thirds (64 per cent of all employers, or 68 per cent of employers who use the internet) do so for recruitment purposes such as placing job adverts (Table 3.2). As would be expected, employers who use the internet for recruitment rather than those who use the internet for other purposes have a much greater tendency to prefer to contact Jobcentre Plus via the internet when placing a vacancy. However, it is interesting to note that less than half (46 per cent) of those employers who use the internet for recruitment actually used EDon when placing their most recent vacancy: this suggests an untapped market for Jobcentre Plus online services as over half of internet recruiters do not currently use EDon. Most large employers were found to have used the internet for recruitment/placing vacancies at some point but the tendency to do so falls with organisation size. Employers in the financial and business services sectors, primary and manufacturing sectors, and in public services sectors were most likely to have used the internet for recruitment purposes; those in the construction sector and the hospitality and distribution sectors were the least likely.

Other uses of the internet by employers most commonly included sending and receiving emails, making purchases, seeking/gaining advice on regulation, and selling or promoting goods and services. These were all more common than using it for recruitment purposes. Other recorded reasons for using the internet were seeking general business advice and paying taxes, and less commonly, banking and payroll, industry and product research, networking, client and employee liaison, learning, customer surveys, and travel planning.

There were some differences in internet use by size of employers, in that large employers were considerably less likely than small to medium-sized employers to use the internet for making purchases or paying taxes. The greatest differences, however, were noticed by sector, most notably that employers in the hospitality and distribution sectors were the least likely to use the internet for any of the recorded uses. Otherwise there were no clear patterns, as employers in some sectors had a high tendency to use the internet for some purposes but not for others.

Table 3.2 Company uses of internet

Use of internet for	%
Email	98.7
Purchasing	73.5
Advice on regulation	72.6
Selling/promotion of goods and services	71.5
Recruitment/placing job ads	67.5
Seeking general business advice	65.9
Paying taxes	48.7
Other things	17.2

Base: Those known to use the internet, and answering the question, 2,847.

Note: Multiple response, so sum may be greater than 100 per cent.

Source: Derived from Q58 and Q59. (Multiple response.)

3.3.1 Engagement with the Jobcentre Plus online recruitment channel

Jobcentre Plus notes that the key benefits to businesses of using the online recruitment service are accessibility, convenience and reach. The EDon service is easy and quick to use, as employers can post job vacancies on the Employment and Skills jobsearch section of the Directgov website 24 hours a day, seven days a week. Employers can then manage their vacancies online, as they can view, copy and amend their vacancies. Alternatively, employers can work with the Contact Centre team to make any amendments to vacancy details¹². EDon will be replaced by a new service offering automated job matching whereby jobseekers will be automatically matched to vacancies placed online by employers.

What is the current use and awareness of Employer Direct online?

The survey found that just under one-third (31 per cent) of employers used EDon when placing their most recent vacancy with Jobcentre Plus (Table 3.3). Again it is the larger employers that tend to contact Jobcentre Plus via the website. Indeed, at least half of those with more than 250 staff used EDon when placing their most recent vacancy with Jobcentre Plus. Other types of employers who were most likely to have used EDon were those located in the South (i.e. Southern England, and London and the Home Counties) and Central England; and those in the financial and business services sectors, primary and manufacturing industries and public services. Detailed analysis of the survey data¹³ indicates that size is the primary factor associated with use of EDon, followed by sector – and the employers most likely to have used EDon were large employers in the financial and business sectors (in any location) while the employers least likely to have used EDon were micro employers (with fewer than ten staff) in the hospitality and distribution sectors.

Two-thirds of employers (69 per cent) had not used EDon when placing their most recent vacancy, and these tended to be small employers, those located in Scotland, Wales and North East and North West England, and employers in the hospitality and distribution sectors. The reasons for not using EDon are explored in Section 3.5.1, but it is interesting to note that a substantial group of non-users, one in five, had not used it because they did not know about it.

¹² See *Using the Jobcentre Plus online advertising service* at www.businesslink.gov.uk/bdotg/action/detail?itemId=1085473879&type=RESOURCES

¹³ Using multivariate statistical techniques.

Table 3.3 Use of Employer Direct online by employer characteristics

Use of EDon	%
Size***	
1 to 9	31.9
10 to 49	27.3
50 to 249	33.2
250 to 499	52.9
500+	54.0
Jobcentre Plus Group*	
Central England	35.6
London and the Home Counties	30.6
North East England	27.2
North West England	28.4
Scotland	27.0
Southern England	33.7
Wales	28.5
Sector***	
Primary and manufacturing	38.6
Construction	29.0
Hospitality and distribution	20.5
Financial and business services	41.4
Public services	36.0
Other services	27.2
All	31.1

Base: All, 3,008.

Note: *** Statistically significant $p < 0.001$, ** $p < 0.01$, * $p < 0.05$.

Source: Q29 – How did you contact Jobcentre Plus to advertise your vacancy?

3.4 Expectations for online recruitment services

Approximately two-thirds (68 per cent) of employers reported using the internet for recruitment purposes such as placing job adverts, and these employers have certain expectations about the features they would like to see in an online recruitment service. Most commonly, employers expect the system to be easy for them to use, in particular to be able to upload vacancies and to be able to sift online applications easily and match applicants to job specifications (Table 3.4). They also expect an online recruitment service to be easy for applicants to use. Other expectations focus on speed, information, access and reach. Employers expect to be able to receive a speedy response from the service, gather more detailed (and accurate) information about applicants, and access the system (and communicate with applicants) at all times of the day and the week. They also expect to be able to either extend the geographical boundaries of their potential applicant pool or target particular locations.

Less frequently, employers described wanting to be able to provide more detailed information about vacancies and branding, to edit and amend adverts when necessary to ensure accuracy, to link to their own and other websites (interconnectivity), and to gain access to good-quality candidates.

Interestingly, low cost and value for money were not frequently mentioned as features they would expect from an online recruitment service.

A selection of comments from employers demonstrate the more detailed expectations of employers, which range from basic requirements to quite sophisticated needs:

'Basic, straightforward, free service, not to be misleading with any information lacking.'

'To promote the job well, provide a link to our own application forms and to our website to find out what we do.'

'Being able to customise the actual vacancy advertisement, not being limited in terms of the amount of information you can put up.'

'Being able to advertise to a small geographic area to recruit casual workers.'

'A system that can remember previous vacancies so that we can use that template.'

'Prompt and accurate recording of responses, some statistics such as breakdown of number of applicants per month.'

'Feedback about people coming for the interview. There should be checking if people adhere to schedules in regards to attending job interviews.'

'User friendly, easy to navigate, ability to save halfway through placing a job and directly linked to the applicant interface so I can see what the applicant would see. A bit more intuitive in terms of usage, e.g. need an easier drop-down menu for job.'

'Auto CV screening. The ability to do Boolean search. Providing a direct link to our website and be able to have an employer profile on that website.'

Several of the comments hinted at criticisms/perceived limitations of EDon (see below) but conversely several employers commented that their expectations for online recruitment were met by EDon. As one noted '[The features expected from an online recruitment service are] exactly what is provided by the Jobcentre Plus website.'

Table 3.4 Top ten features expected from an online recruitment service

Features	%	Rank
Easier to sift online applications	17.3	1
Ability to upload vacancies	15.8	2
Ease of use	13.8	3
Easier application system for candidates	12.4	4
Matching applicants to job specification	11.4	5
More detailed information about employees	9.8	6
Speedy service, response	6.1	7
Round-the-clock access to vacancies	5.5	8
Wide geographic reach	3.3	9
Good, more communication, contact	3.1	10

Base: Those with internet access and using internet for recruitment, 1,957.

Note: Multiple response, so sum may be greater than 100 per cent.

Source: Q62 – What features would you expect from an online recruitment service? (Multiple response.)

The results indicate the employers have different recruitment needs, concerns and expectations and so may need a more tailored online system or at least be able to select from a range of options in order to fit the system to their individual requirements. Larger employers had a greater tendency to be concerned about the needs of applicants, and to expect an online recruitment system to be easier for applicants to use than more traditional recruitment systems. Employers in Southern and Central England (including London and the Home Counties) were more likely than others to expect to be able to sift applications easily online, whereas employers in North East England, Wales and Central England were the most likely to expect an online system to be easy to use. The only notable difference in expectation, by sector, was that construction companies were less likely than others to expect to be able to upload vacancies and more likely than other employers to expect online services to have a wide geographic reach.

3.5 Concerns about online recruitment

3.5.1 What are the challenges in persuading employers to place vacancies online?

Of the large group of employers who were using or had used the internet for recruitment, only a very small minority (seven per cent) had concerns about online recruitment services. This small group may have had negative experiences with online recruitment. Their main concerns about using online recruitment were a fear of losing the personal touch; of getting too many candidates or, arguably, the reverse, a fear of losing diversity of applicants; or not being aware of any good online recruitment sites (Table 3.5). Other concerns centred around a dislike of computers, the potential costs involved, the accuracy of adverts, the quality of potential candidates and being able to target recruitment. There were also issues regarding data protection and confidentiality, attracting unsolicited contact, and the time required to engage in the process. Given the small size of this group of concerned employers, it is not possible to look for potential patterns of concerns by employer characteristics.

Table 3.5 Top ten concerns about using online recruitment services (among users)

Concerns	%	Rank
Fear losing personal touch	48.8	1
Fear getting too many candidates	38.8	2
Fear losing diversity of applicants	28.8	3
Don't know of any good online recruitment site	21.5	4
Dislike using computer	18.3	5
Costs	15.0	6
Quality of candidates	5.8	7
Data protection	5.0	8
Unsolicited contact	3.5	9
Confidentiality	2.8	10

Base: Those using the internet for recruitment but have concerns, 133.

Note: Multiple response, so sum may be greater than 100 per cent.

Source: Q64 – What concerns do you have about using online recruitment services? (Multiple response.)

A somewhat larger group were those employers who use the internet but who don't use it for recruitment purposes, approximately 30 per cent of employers surveyed. This group were asked why they do not use online recruitment services and almost half reported that they preferred to use the telephone (Table 3.6), with another eight per cent preferring face-to-face recruitment. Preference for telephone-based contact was the most frequently cited reason across all types of employers for not using the internet for recruitment, and this implies that employers could be persuaded to use an online recruitment service if it offered parity with a service provided by telephone.

A less frequently cited reason for not using the internet for recruitment was the perception that other methods would be quicker – suggesting that some employers are particularly concerned about speed and efficiency in recruitment. Other factors or barriers noted were that they had restricted access to the internet (most common among employers in the hospitality and distribution sectors), they disliked computers, they did not know of any good online recruitment sites, they did not need to use online recruitment (particularly found among employers in Central England) and/or they did not tend to recruit people very often (most common for employers in public or other services sectors) or had no control over the recruitment process.

Table 3.6 Top ten concerns about using online recruitment services (among non-users)

Concerns	%	Rank
Prefer telephone	47.2	1
Time/quicker to use other methods	10.7	2
Prefer face-to-face	7.6	3
Restricted internet access	4.7	4
Fear losing personal touch	4.5	5
Never needed to	4.2	6
Dislike using computers/technology	4.0	7
Prefer/use the Jobcentre/Jobcentre Plus for that – no mention of website	3.8	8
Don't recruit many people/very often	3.7	9
Don't know of any good online recruitment sites	2.8	10
Not my decision/Head Office regulates everything/have own recruitment firm	2.8	10

Base: Those using the internet but not for recruitment, 878.

Note: Multiple response, so sum may be greater than 100 per cent.

Source: Q61 – Why do you not use online recruitment methods? (Multiple response.)

3.5.2 Reasons for not using the online Jobcentre Plus recruitment service

The most common reasons given by employers for not using the online vacancy service offered by Jobcentre Plus (accounting for half of all the reasons given) were that they preferred a personal service or that they were unaware that Jobcentre Plus offered the service (Table 3.7). Fewer felt that the service was not appropriate for their needs, or did not have the technology, confidence or know-how (e.g. computer literacy) to be able to access the service, or felt it would be easier, quicker or more convenient to place the vacancy by telephone. The comments of non-users indicate that preference for telephone contact is driven by a range of reasons, including a need for reassurance (which can be gained through more personal contact) and a perception that they will receive better support (at least at first when new to placing adverts with Jobcentre Plus) and a more accurate

service by telephone. They may also wish to capitalise on an existing relationship with their local centre, or have a general mistrust of online contact and an ingrained habit of using the telephone rather than the internet. A selection of comments is provided below:

'I prefer personal contact. It is hard for a small business to be aware of being politically correct when placing vacancies so I would prefer to speak to a person.'

'We place 600 vacancies per week so we have a special relationship with an account manager with the jobcentre.'

'I feel I get a better service if I speak to the same person I spoke with last time.'

'Sometimes you need to advertise a job that is for females only and you need to explain why this is because of sexual discrimination law.'

'I prefer to use the phone as they give you more options.'

'I use it [EDon] to close or suspend a vacancy but I prefer to telephone when placing or re-opening a vacancy to make sure it is done correctly.'

There were some patterns evident in the reasons given for not using EDon. Most notably, employers in the hospitality and distribution sectors were considerably more likely to cite having no or too slow an internet connection to be able to use EDon effectively.

Table 3.7 Top ten reasons for not using EDon

Reasons	%	Rank
Prefer personal service	30.9	1
Not aware of the service	20.3	2
Previously used the service	8.5	3
Not appropriate for my needs	8.3	4
No or too slow internet connection	7.6	5
Easier, more convenient to telephone	4.5	6
Quicker by telephone	1.9	7
Always use telephone, habit	1.5	8
Not computer literate	1.2	9
Have a template	1.1	10

Base: Those not using EDon, 2,068.

Note: Multiple response, so sum may be greater than 100 per cent.

Source: Q30 – What were your reasons for not using EDon? (Multiple response.)

3.5.3 Are some employers put off by previous use?

Of those reporting that they did not use EDon, a small group, eight per cent, said that they (or a colleague) had used it in the past or had tried to use the service in the past. Their verbatim responses indicate that they had found the experience of using EDon to be confusing, not user-friendly, time-consuming, inaccurate and challenging with little or no support available. In addition, for some the experience had necessitated following up on the telephone or a wholesale transfer to using the telephone service. These concerns are illustrated by the following comments:

'It is not a very quick jobsite. The place is higgledy-piggledy, not user-friendly. I usually called back anyway because it had done something wrong.'

'I found the site a bit tricky to use. There was a limited number of characters allowed to use on the site, and I found there were mistakes on the advert so it was more accurate to use a person.'

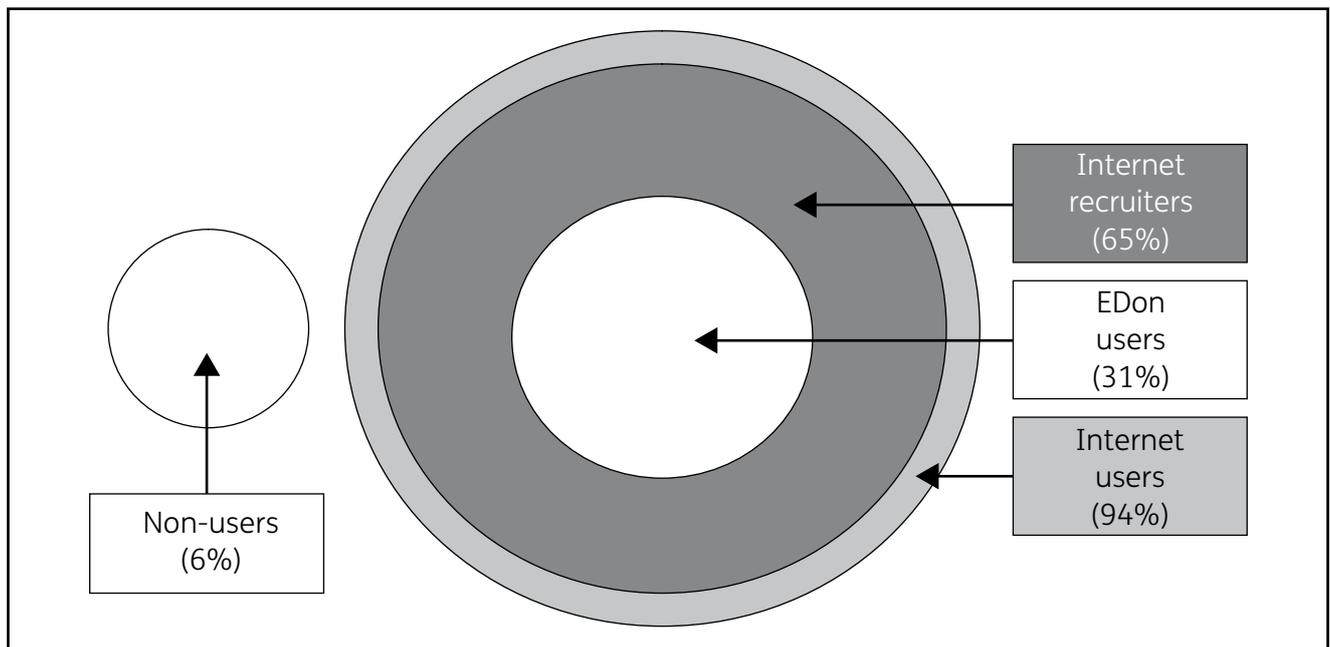
'It is very difficult to find and search for. It wasn't as obvious as it should be. I did use it in the end but I had to call up and they showed me as I couldn't find it; it's not obvious.'

3.6 Key messages for Jobcentre Plus

The experiences, preferences, expectations and concerns of employers with regards to online recruitment generally and EDon more specifically suggest clear ways for Jobcentre Plus to improve the online services it provides to employers (which appear to be in line with the new Universal Jobmatch service). At the very least the findings suggest that Jobcentre Plus needs to communicate with employers in order to highlight the features online services have, and perhaps identify the types of employers to target.

There are four broad groups of employers among users of the Vacancy Advertising Service (Figure 3.1). Their characteristics are summarised in Table 3.8.

Figure 3.1 Employers' use of online recruitment services



- **Current EDon users** – The responses to the survey indicate that approximately one-third (31 per cent) of employers working with Jobcentre Plus use, or have used, EDon. These tend to be large employers in the primary and manufacturing, financial and business services and public services sectors. These employers could act as champions for Jobcentre Plus online services, and help to promote the service to a wider group of employers. They may also be able to help Jobcentre Plus to refine the service, particularly in making it easier to use.

- **Online recruiters who do not currently use EDon** – There is certainly potential to encourage more employers to use Jobcentre Plus online services. There is a group of employers (approximately 34 per cent) who use online recruitment services but perhaps need to be persuaded that Jobcentre Plus online services can provide them with features that they have come to expect from other online recruitment services or would like to see – these include improved access (to the site and to applicants), speed, editorial control, reach compared to targeting, interconnectivity, feedback and improved functionality including CV screening, keyword searches and applicant tracking. However, primarily they need to be made aware of Jobcentre Plus online services, as one in five of all employers who did not use EDon said they were not aware of the service. This group of employers tend to be larger, but are spread across all regions and sectors.
- **Internet users who do not recruit online** – The third group of employers, approximately 28 per cent of those surveyed, use the internet but do not engage in any form of online recruitment activity. These may be harder to encourage to use Jobcentre Plus online services. They may recruit infrequently, lack confidence in placing adverts and in using IT, and require closer guidance and support when placing vacancies. They tend to be small to medium-sized employers, in the hospitality and distribution sectors, and to a certain extent in the construction sector, and in North East and North West England. The key challenge here for Jobcentre Plus is to overcome the strong preference of these employers for telephone contact. Jobcentre Plus will need to convince employers that the online services they provide can offer employers the support, accuracy and speed that they currently feel they can only get from personal contact.
- **Non-internet users** – The fourth group, the smallest (accounting for six per cent of employers), are those most resistant to, or furthest from, using online services such as EDon as they do not appear to make any use of the internet (for any business purposes). These tend to be very small employers and in the hospitality and distribution and other services sectors.

Table 3.8 Summary of employment segments

Segment	% of respondents	Characteristics	Opportunity/challenge
Current EDon users	31	Large employers. Primary and manufacturing, financial and business services, and public services sectors	Could act as champions for Jobcentre Plus online services, promoting the service to wider employers Help to refine Jobcentre Plus online services and new service.
Online recruiters (not currently using EDon)	34	Larger employers, spread across Jobcentre Plus Groups and sectors	Need to be made aware of Jobcentre Plus online services. Then need to be persuaded that Jobcentre Plus online services can provide expected features
Internet users (not online recruiters)	28	Small to medium-sized employers. Hospitality and distribution, and construction sectors North East and North West England Jobcentre Plus Groups	Recruit infrequently, lack confidence, and require closer guidance and support when placing vacancies Need to overcome strong preference for telephone contact
Non-internet users	6	Micro employers (fewer than ten staff) Hospitality and distribution, and other services sectors	Most resistant to online recruitment

Source: IES (2012).

4 Overall satisfaction

Key findings

- Employers were very satisfied with the services offered by Jobcentre Plus. The average satisfaction score was 7.9 out of ten. Two-thirds (67 per cent) gave a score of eight or more out of ten. Almost a quarter (24 per cent) were extremely satisfied (and scored ten out of ten). However, satisfaction levels varied by (and within) employer type: the factors associated with positive satisfaction levels are explored in Chapter 7.
- Most employers (82 per cent) thought the level of service provided by Jobcentre Plus had stayed the same over the last six months and 14 per cent said the quality of services had improved.
- Around 24 per cent of all employers thought that there was nothing in particular that needed to be improved in Jobcentre Plus services, reflecting their overall high satisfaction level.
- Areas for improvement that were identified include candidate quality and suitability for the advertised vacancy, communication from Jobcentre Plus staff, user friendliness of online services and the (accurate) handling of vacancy details.

4.1 Introduction

The survey captured feedback from employers including their perceived levels of satisfaction with a comprehensive list of aspects of the Vacancy Advertising Service and their contact with and support received from Jobcentre Plus. These are discussed in Chapter 5. Employers were also asked to give an overall rating of the service they received from Jobcentre Plus using a ten-point scale from extreme dissatisfaction (one) to extreme satisfaction (ten). In this chapter we explore the results of this overall satisfaction measure, alongside perceptions of how the service provided has changed over time, and look at ways in which employers thought that Jobcentre Plus services could be improved.

4.2 Overall satisfaction ratings

4.2.1 Are employers satisfied with the current provision?

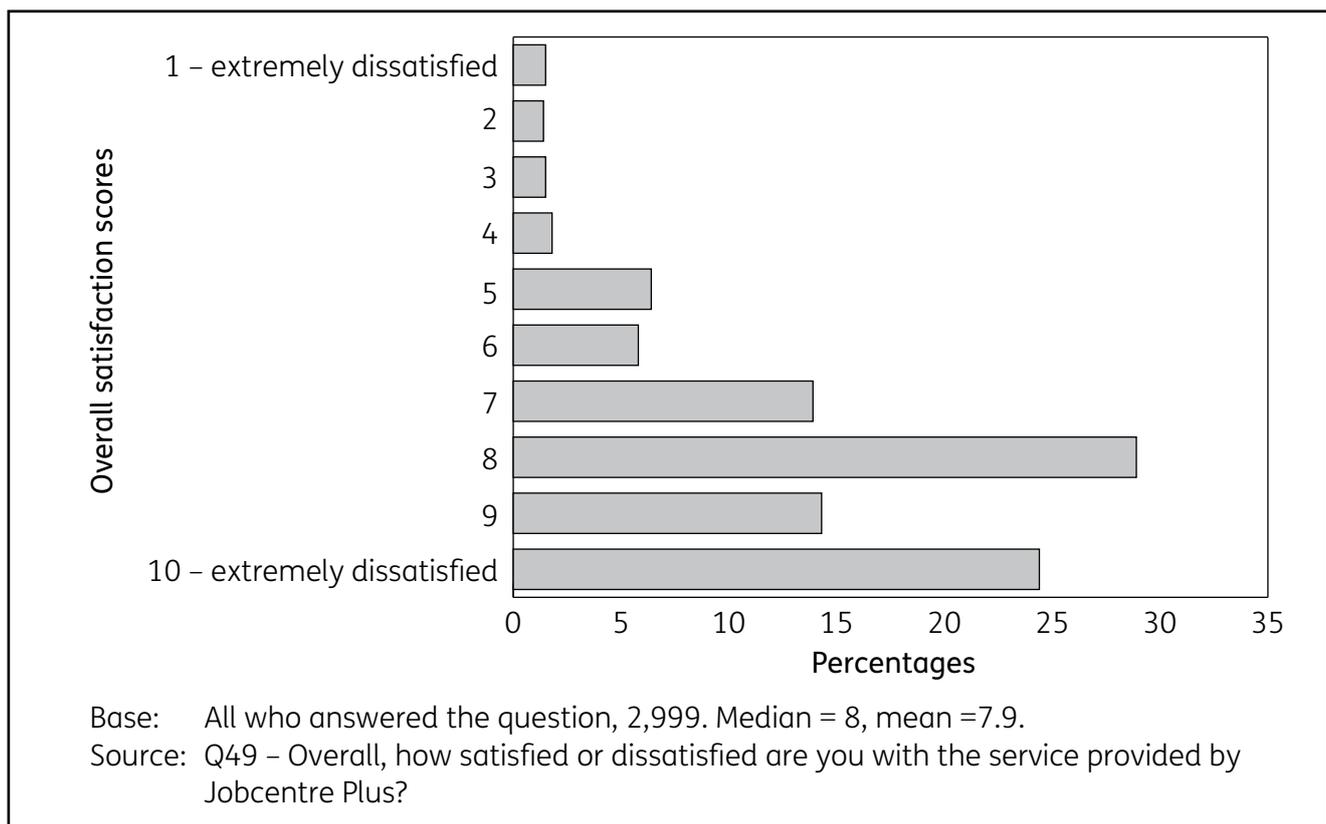
Employers were very satisfied with the service Jobcentre Plus provides. The average satisfaction score was 7.9 out of ten. Nearly 70 per cent of all employers gave a satisfaction score of eight or higher and a quarter rated the Jobcentre Plus service as extremely satisfying (Figure 4.1).

These findings follow those of other studies, highlighting the high levels of satisfaction employers have with Jobcentre Plus:

- The Jobcentre Plus Employer Outcome Survey (2010) reported that 92 per cent of employers placing vacancies with Jobcentre Plus were satisfied with the overall service they received on the occasion asked about: 61 per cent were very satisfied and 31 per cent were fairly satisfied. At the time of the Employer Outcome Survey, at least 88 per cent of employers in each Jobcentre Plus Group were very or fairly satisfied overall.

- The 2009 Department for Work and Pensions (DWP) Annual Employer Survey reported that employers' overall levels of satisfaction with DWP (including Jobcentre Plus) were generally good. Almost three-quarters (74 per cent) said they were satisfied, including a quarter (26 per cent) who stated they were 'very' satisfied¹⁴. The mean score for all types of contact with DWP was 7.7 (out of ten) and 7.3 for dealings with Jobcentre Plus about placing a vacancy.

Figure 4.1 Distribution of overall satisfaction scores



Satisfaction with Jobcentre Plus services varied by employer type. The highest ratings were given by medium-sized employers, and employers in North East and North West England (particularly North West England) and Wales. Satisfaction ratings among the smallest and largest employers were below the overall average. Employers in Southern England and London and the Home Counties also gave below average scores.

There was no clear pattern of sectoral differences, and average satisfaction scores varied by only small amounts. However, it is interesting to note the polarisation in satisfaction levels among employers in the other services sectors. Employers in these sectors were the most likely to report very high satisfaction levels but also the most likely to report very low satisfaction levels. Table 4.1 provides the mean overall satisfaction scores for different types of employers, alongside the proportion that were either very satisfied or very dissatisfied.

The simple two-way analysis indicates that overall satisfaction levels with Jobcentre Plus services vary across employers. In some cases they can vary quite considerably and, for instance, are considerably lower among the largest employers. Patterns in satisfaction levels by employer type

¹⁴ The corresponding proportions for the current survey were 82 per cent satisfied: 39 per cent very satisfied and 43 per cent fairly satisfied.

are therefore complex and require further exploration. Chapter 7 explores the patterns in greater detail, making use of more sophisticated statistical analysis techniques and also examining the influence on overall satisfaction of other factors – such as mode of engagement with Jobcentre Plus (described in Chapter 3) – which as we shall see are more important in driving overall satisfaction levels.

Table 4.1 Overall satisfaction with Jobcentre Plus services by type of employer

Type of employer	Mean score (out of 10)	Very satisfied	Very dissatisfied
Size**			
1–9	7.8	38.8	4.3
10–49	7.9	38.7	1.8
50–249	8.0	41.7	2.9
250–499	8.0	35.6	0.0
500+	7.1	23.0	1.6
Jobcentre Plus Group*			
Central England	7.9	37.5	1.7
London and the Home Counties	7.6	36.1	3.3
North East England	7.9	39.8	2.7
North West England	8.2	44.9	2.0
Scotland	7.8	38.1	4.2
Southern England	7.7	36.7	4.6
Wales	8.0	39.4	2.2
Sector*			
Primary and manufacturing	7.7	34.3	3.0
Construction	7.8	37.0	2.2
Hospitality and distribution	7.9	40.1	2.7
Financial and business services	7.8	37.1	2.9
Public services	8.0	39.8	2.2
Other services	7.7	42.9	6.7
All	7.9	38.8	2.9

Base: All who answered the question, 2,996.

Note: *** Statistically significant $p < 0.001$, ** $p < 0.01$, * $p < 0.05$.

Answers were recorded on a ten-point scale. These have been grouped to enable comparison with previous survey results. Scores 1 and 2 are very dissatisfied and scores nine and ten are very satisfied. These are labels we have imposed on the data and were not presented to respondents.

Source: Q49 – Overall, how satisfied or dissatisfied are you with the service provided by Jobcentre Plus?

4.3 Changes over time

Employers who used the Vacancy Advertising Service more than once were asked whether the level of service they had received had improved, stayed the same or deteriorated over the past six months. Across all employers, the vast majority (82 per cent) judged the service quality to be the same as six months ago. However, 14 per cent said that the service quality had improved during

this period while only four per cent said that service quality had become worse. The majority of employers therefore feel service quality (which as noted above is felt to be high) is being maintained or indeed improved, and this is consistent across all types of employers. Indeed, where employers detect a change in service quality, it is far more likely to be an improvement rather than a deterioration.

4.4 Suggestions for improvement

All employers were asked to think about service improvement and to suggest ways in which Jobcentre Plus could improve their services for employers. The positive level of satisfaction with Jobcentre Plus services is reflected in the finding that 24 per cent of all employers had no particular suggestions for improvement¹⁵ (Table 4.2). However most employers were able to provide suggestions as to ways in which Jobcentre Plus could make improvements to their services and the comments provide useful insights. The most common suggestions made were that Jobcentre Plus could:

- provide more relevant candidates, i.e. those that were more suited/suitable for the vacancy (reported by 16 per cent of employers);
- more generally improve candidate quality (11 per cent).

Other suggestions concerned communication from Jobcentre Plus and the handling of vacancies. For example, seven per cent of employers thought that Jobcentre Plus staff could improve their communication skills, six per cent suggested better follow-up contact, and four per cent thought Jobcentre Plus could make it easier to speak to their staff on the telephone. Improvement in finding out about Jobcentre Plus services and how to use them was also mentioned in various ways by employers. Employers particularly suggested improving the user-friendliness of the online services; finding out about Jobcentre Plus services online; and improving the efficiency of the system, including registering vacancies and ensuring the accuracy of the vacancy display.

Some of the suggested improvements are process related, such as ease of registering vacancies, and are therefore likely to be national issues and important for all types of employers. Other suggestions may be more closely linked to particular sectors and Jobcentre Plus Groups. For example, employers in the financial and business services sectors were relatively more concerned about accessing Jobcentre Plus staff by telephone and receiving follow-up contact than employers in other areas and sectors; those from construction and other services sectors were more concerned about improving face-to-face access to Jobcentre Plus staff. Employers in Scotland wanted more accurate advice, employers in the other services sectors wanted to see improvements in the communication skills of Jobcentre Plus staff, and construction employers suggested improvements to staff knowledge and understanding of local labour markets. In comparison, employers in London and the Home Counties and in Southern England, and in the hospitality and distribution and financial and business services sectors, were more likely than other employers to suggest improvements to candidate quality, particularly in terms of candidates' relevance to the roles advertised.

Suggestions for improvement also differed by method of contact with Jobcentre Plus, and Employer Direct online (EDon) users were more likely to make suggestions than those who contacted Jobcentre Plus in person or by telephone. Employers who used EDon were more likely to make suggestions around improving online services, specifically the ease/efficiency of registering vacancies, accuracy of vacancy display and the user-friendliness of online services. They also called for more follow-up contact. Interestingly, they were no more or less likely to make suggestions around improving candidate quality or relevance.

¹⁵ This differs from 'don't know' – which was also a response category.

Table 4.2 Top ten suggestions for improvements

	%	Rank
There is nothing in particular	24.2	1
More tailored/relevant candidates	15.5	2
Generally improve candidate quality	11.4	3
Jobcentre Plus staff could improve their communication skills	7.0	4
Follow-up contact/help (e.g. telephone/email)	6.0	5
Better/more user-friendly website/online services	5.3	6
Make it easier to find out about Jobcentre Plus services online ¹	4.3	7
Make it easier to speak to Jobcentre Plus staff over the telephone	4.2	8
Improve the ease/efficiency of the system for registering vacancies	3.4	9
Improve accuracy of vacancy display	3.1	10

¹ i.e. access information about Jobcentre Plus online.

Base: All, 3,008.

Note: Multiple response, so sum may be greater than 100 per cent.

Source: Q51 – Thinking about service improvement, what would you say is the main way in which Jobcentre Plus could improve their services for employers? (Multiple response.)

These themes are illustrated by some of the comments from employers:

- Better promotion of services.

‘Jobcentre Plus should be more productive in informing the industry what services are available to small businesses, and to back it up with people who have experienced these services.’

‘There needs to be less confusion with the brand, more consistency. It is easy to get confused between DirectGov and Jobcentre Plus and Jobcentre etc. etc.’

- Improving candidate quality and relevance.

‘A feedback process to the Jobcentre on candidates that don’t turn up to the job interviews. Also a location at the Jobcentre to interview candidates – there is a lack of space for this in Jobcentres.’

‘A lot of people come for the interview who do not really want the job. Jobcentre Plus should vet them more. We have people who are completely unsuitable and who are negative.’

‘If they could filter the applications to make sure the people that apply have the qualifications and skills required for the specific role.’

- Accessibility of Jobcentre Plus staff (and improved personal service).

‘Account-managed approach/singular point of contact at Jobcentre Plus for all our accounts.’

‘Having contacts not based within Jobcentre Plus, but have someone that goes round the businesses and has the outreach.’

‘Having one person I could speak to in my local jobcentre and I could contact them directly and they would know what I am looking for.’

- Improved vacancy handling (registration etc.) and process.

‘Allow company profiles so that you don’t have to fill in basic information for each vacancy.’

‘Allow direct contact between candidates and myself, so they don’t have to go through the 0845 number and they can contact me directly.’

‘Extend the number of characters on the website so a full job description with full responsibilities can be placed/more information can be placed.’

‘Get vacancies right, don’t change the information on the vacancy posts. On my vacancy it said car owner essential and they changed it to access to transport which was unacceptable.’

‘More flexibility in terms of job wording regarding duration. Our post was for eight months and as it was longer than six months it had to be described as permanent when it wasn’t, for which we got negative feedback from candidates.’

‘Follow the example of recruitment agencies and have a clear division into sections handling different job types and staff with a knowledge of these areas.’

‘Have a graduate track in Jobcentre Plus for recruiting graduates into employment. They should be dealt with differently instead of treating them like everyone else.’

Overall the suggestions can be grouped into four areas or themes (Table 4.3):

- **candidate quality** (including improved training for candidates, more information on candidates and more relevant candidates). Almost one quarter (23 per cent) of employers felt this was an area in which Jobcentre Plus could make improvements;
- **contact systems** (improving the registering of vacancies, improved online information about services, access to Jobcentre Plus staff by telephone or face to face, and developing user-friendly websites) – suggested by 15 per cent of employers;
- **Jobcentre Plus services** (such as information sharing within government, more accurate advice and vacancy displays, timeliness and follow-up) (11 per cent of employers);
- the skills and practices of **Jobcentre Plus staff** (including their understanding of local labour markets, interactions with employers, and general communication skills) (nine per cent).

Table 4.3 Key areas for improvements

Areas	%
Candidate quality	23.0
Contact systems	15.2
Jobcentre Plus services	10.9
Jobcentre Plus staff	8.6
No improvements needed*	36.2
Other	21.7

Base: All, 3,008.

Note: Multiple response, so sum may be greater than 100 per cent.

Note* This category also includes those who said ‘Don’t know’.

Source: Q51 – Thinking about service improvement, what would you say is the main way in which Jobcentre Plus could improve their services for employers? (Multiple response.)

Larger employers were considerably more likely to make suggestions for improvements around contact systems, and they appeared to be particularly concerned about improving the system for registering vacancies, developing a more user-friendly website, and improving the accuracy of vacancy display. Those in Southern and Central England were more likely than employers in other Jobcentre Plus Groups to mention aspects to do with contact systems, and employers in London and the Home Counties and in Southern England were also most likely to suggest improvements in aspects relating to candidate quality (particularly finding the right employees for a specific vacancy). Employers in Wales and North West and North East England were more likely than other employers to feel that no improvements were necessary and this mirrors their greater overall satisfaction ratings with Jobcentre Plus services. These were the most contented employers.

There were also clear differences in the areas identified for improvement by employers in different sectors, but in general it was employers in the financial and business sectors that were most likely to make suggestions for improvement (and therefore less likely to say that no improvements were necessary). Those in the financial and business services sectors were more likely than other employers to want improvements in contact systems. In comparison, those in the construction sector and hospitality and distribution sectors were the least likely to do so: approximately half as many employers in these sectors called for improvements in contact systems when compared with employers in the financial and business services sectors. Candidate quality was also more likely to be mentioned as an area for improvement by employers in the financial and business service sectors, and this was also a relatively greater concern for employers in hospitality and distribution. Once again, employers in the financial and business services sectors were most likely to suggest improvements to Jobcentre Plus service, as were employers in the primary and manufacturing sectors. Employers in the construction sector and other services sectors were most likely to suggest improvements to Jobcentre staff knowledge and behaviour (particularly their knowledge of the local labour market).

4.5 Key messages for Jobcentre Plus

Satisfaction with the Jobcentre Plus Vacancy Advertising Service was high and, while direct comparisons with previous surveys need to be treated with caution, satisfaction appears to be higher than in the past. Furthermore, while most employers thought that the quality of service had stayed the same over the previous six months, those who thought it had got better outnumbered those who thought it had deteriorated by three to one. However, there is still room for improvement and, in particular, employers thought that the quality of the candidates put forward could be higher and the accessibility of Jobcentre Plus staff and services and the registering of vacancies could be better.

5 Satisfaction with constituent elements of the process

Key findings

- Employers were generally satisfied with all of the key areas of the Jobcentre Plus Vacancy Advertising Service (scores ranging from 5.6 to 8.8 out of ten).
- Half (49 per cent) of all employers said that they were given a named contact for further advice or queries when they first got in touch with Jobcentre Plus. Just over one-third (36 per cent) said they were not given contact details and 15 per cent were unsure. Direct contact with Jobcentre Plus staff helped facilitate a positive experience for employers when using Jobcentre Plus in placing and filling vacancies, as those with a direct contact had higher satisfaction scores than those who did not.
- The smallest and largest employers, employers in Southern England, London and the Home Counties, and employers in the construction and financial and business service sectors were generally more dissatisfied with the various constituent elements of Jobcentre Plus services than other employers.
- Satisfaction with the speed with which vacancies were displayed and the professional nature of Jobcentre Plus staff (8.8 and 8.9) was highest, while satisfaction with the quality of candidates (specifically the extent to which they had the right skills scoring 5.9) and staff keeping in contact while handling the vacancy (5.6) were lowest.

5.1 Introduction

Jobcentre Plus provides extensive services to employers to support them in placing and filling a vacancy. The satisfaction of employers and their potential to return to Jobcentre Plus to place future vacancies crucially depends on the service provided by, and the communication from, Jobcentre Plus staff. To ensure a smooth process, Jobcentre Plus provides employers with a dedicated contact who works with them to fill the vacancy, to provide general recruitment advice, to follow up and check how things are going, and to close the vacancy (when appropriate). In addition, Jobcentre Plus has a number of service standards to ensure employers are satisfied with the way they are treated when they use the Vacancy Advertising Service. These standards cover promoting vacancies via Jobcentre Plus digital channels, and providing free advertising through other European and public employment services; quickly displaying vacancies in Jobcentre Plus offices and on the internet; answering telephone calls promptly, professionally and personally; replying to post/email or fax contact promptly and fully; and providing accurate, up-to-date, accessible and relevant information.

The degree to which Jobcentre Plus is meeting these specific and general standards can be determined through employer feedback in the form of satisfaction ratings against a given list of service elements. Employers were asked to rate a total of 18 elements or aspects of the Vacancy Advertising Service and their contact with Jobcentre Plus when placing their most recent vacancy. In this chapter we report the satisfaction levels of employers, identify which aspects they are most satisfied with and which they are least satisfied with, and then group aspects together (following the method outlined in the previous employer survey, (Shury *et al.*, 2010)) to provide aggregate satisfaction scores for key areas of service delivery.

We also explore whether there are any patterns in satisfaction by employer characteristic, to see if some employers tend to give higher satisfaction ratings and, conversely, if some give lower satisfaction ratings. The latter are particularly interesting as they could suggest higher expectations (which may be harder for Jobcentre Plus to meet).

5.2 Named contacts for Jobcentre Plus

Before exploring satisfaction levels it is important to understand the nature of contact with, and support received from, Jobcentre Plus staff, particularly whether employers were given and made contact with a named member of staff. This is important, first because employers with or without direct contact are likely to have a different experience, and second, because employers with personal contact are able to provide more detailed and specific feedback on this interaction than employers who had a more remote experience. The employer survey therefore routes employers who have had contact with a named staff member to a slightly larger set of questions, covering a more exhaustive list of service elements.

5.2.1 Are employers given a named contact at Jobcentre Plus?

One of Jobcentre Plus's Employer Service Standards is that when advertising a vacancy with them, where relevant employers will be provided with the name and phone number of an adviser who will help the employer to fill the vacancy, by providing further advice or responding to queries. However, at the time of placing their vacancy(ies), only half of all employers acknowledged (i.e. could remember) that they were given a named contact for further advice or queries. Just over one-third (36 per cent) said they were not given contact details and 15 per cent were unsure.

...and do they make use of their contact?

Of those who were given a named contact, 42 per cent reported that they had follow-up contact with their named contact. Thus in total, one in five (21 per cent) of employers had direct contact with a named member of Jobcentre Plus staff at the time of placing the vacancy¹⁶ – henceforth termed 'direct contact'¹⁷. Where it took place, contact tended to be about working with them to fill the vacancy, to provide general recruitment advice, to follow up and check how things were going, and to close the vacancy. As noted above, in the survey, those employers who had this type of direct contact with Jobcentre Plus were asked extra questions about their experience of the service. Where the same questions were asked we are able to compare the relative satisfaction scores. In general those who had direct contact with a named staff member were more satisfied than those who did not.

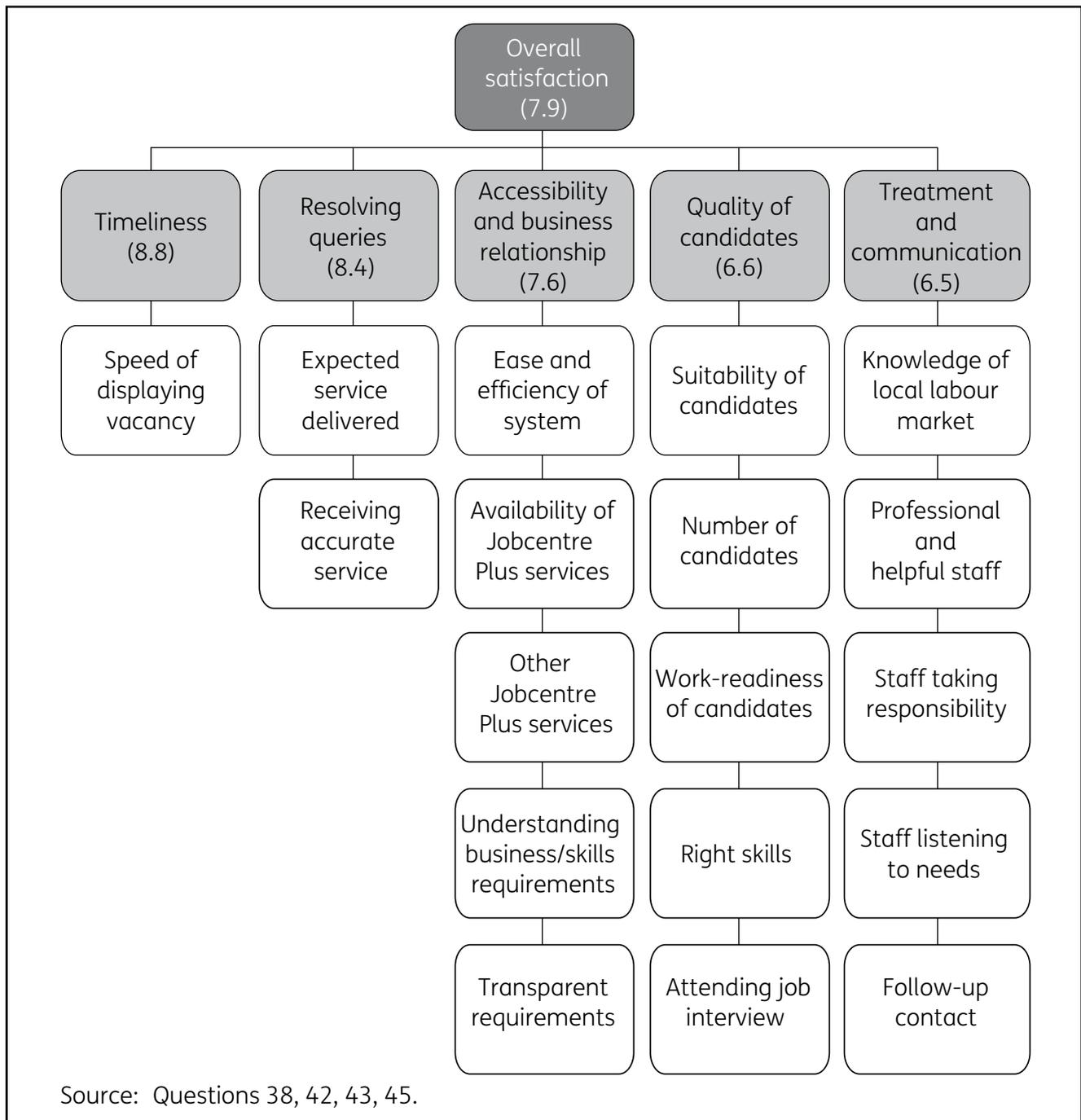
¹⁶ It is worth noting here that those employers with a direct named contact may also have engaged with Jobcentre Plus services online. Indeed, of the group who recalled having contact with a named member of Jobcentre Plus staff, 22 per cent went on to place their vacancy via Employer Direct online (EDon). However, employers using EDon to place their vacancy were half as likely as employers who did not use EDon to have had direct contact with a named member of Jobcentre Plus staff.

¹⁷ It should be noted that direct contact in the way defined above and used in our analysis of employer satisfaction and experience is one specific and measurable aspect of contact with Jobcentre Plus to access the Vacancy Advertising Service. It is not a proxy for contact per se with Jobcentre Plus, as all employers surveyed are deemed to have had contact with Jobcentre Plus as they have recently used the Vacancy Advertising Service.

5.3 Key areas of service

Following the methodology (where possible, i.e. where similar items were measured) that was established in the Annual Employer Survey 2008/09, the 18 measured aspects can be grouped into five key areas: resolving queries, timeliness, accessibility and business relationship, treatment and communication, and quality of candidates. Figure 5.1 shows which aspects or elements of service delivery are grouped together to form these key areas.

Figure 5.1 Constituents of satisfaction and key drivers 2012



We undertook a two-step process to aggregate and standardise the scores to create mean satisfaction scores for each of these key areas. First, for each key area the group of constituent variables were tested to ensure that they had an internal reliability¹⁸ as a group (i.e. that they were measuring similar aspects). If the group passed this first test, the second step involved the calculation of an aggregate mean score¹⁹ for each respondent, taking account of their scores for each constituent element.

Overall, employers were most satisfied with the timeliness of the service provided (mean score of 8.8 out of ten), followed by resolving queries (8.4), and then accessibility and business relationships (7.6). They were relatively less satisfied with candidate quality (6.6) and treatment and communication (6.5), although the scores indicate that, in the main, employers were still satisfied with all five of these key areas of service.

In Chapter 7 the aggregate satisfaction scores for each of the key areas are used to explore what impact, if any, they have on overall satisfaction ratings, specifically to see if they are 'drivers' of overall satisfaction. The relative impact of these areas is also examined alongside other aspects that could affect overall perceived satisfaction with Jobcentre Plus services (such as employer characteristics, methods of interaction with Jobcentre Plus and outcomes for their latest recruitment activity). However, in the next sections each of these groups of service aspects is explored in greater detail.

5.4 Timeliness

All types of employer were very satisfied with the timeliness of displaying their vacancy through Jobcentre Plus. This key aspect was measured with only one statement and asked of all employers (those having direct contact and not), so an aggregate mean scale did not have to be derived. The average score was 8.8 and was therefore the aspect of the Vacancy Advertising Service that employers were most satisfied with²⁰. Analysis indicated that employers in North West England had the highest satisfaction with this aspect among all employers, rating it at 9.1. Large employers had the lowest satisfaction mean score of all employer groups at 8.3 (this is still a very high score and indicates that the vast majority of large employers were very satisfied). It is interesting to note that sectoral differences in satisfaction levels for timeliness were considerably less pronounced than found with other key areas (and individual aspects) of the Vacancy Advertising Service, with only employers in the hospitality and distribution sectors having a strong positive correlation with this aspect of service delivery. These results are summarised in Table 5.1.

¹⁸ A Cronbach's alpha test was used to ensure that the variables/satisfaction items in each key area were correlated with each other and thus measured similar aspects. For each key area, the score was 0.8 or above.

¹⁹ An average across all variables in the group was taken for each respondent and the outcome was adjusted to the original scale (i.e. normalised or standardised). For each respondent, an aggregate was calculated if they had provided a value for at least one item in the group. However, the calculation could, and often did, involve several items.

²⁰ This measure differs from that used in the Annual Employer Survey (AES) 2008-09, which measured satisfaction with speed of providing candidates.

Table 5.1 Satisfaction with timeliness (speed of displaying your vacancy)

	Mean score	Base (N)
Size		
1–9	8.8	942
10–49	8.9	1,140
50–249	8.8	533
250–499	8.8	171
500+	8.3	187
Jobcentre Plus Group		
Central England	8.9	442
London and the Home Counties	8.5	414
North East England	9.0	421
North West England	9.1	417
Scotland	8.8	447
Southern England	8.8	424
Wales	8.9	408
Sector		
Primary and manufacturing	8.8	406
Construction	8.7	251
Hospitality and distribution	8.9	870
Financial and business services	8.9	667
Public services	8.8	582
Other services	8.6	197
All	8.8	2,973

Base: All those who answered the question.

Source: Q38 – How satisfied or dissatisfied were you with the speed of displaying your vacancy?

5.5 Resolving queries

Employers gave their second highest ratings for satisfaction with resolving queries and meeting expectations with an aggregate mean score of 8.4.

The constituent elements of this measure include the extent to which the service was delivered as expected. This scored 8.0 or 7.4 out of ten, depending on whether employers had had direct contact or not. Also included is the extent to which employers received accurate advice the first time, which was asked of those with direct contact only, and this scored 8.3. These are aspects that are perceived to be important by employers and have received higher than average mean scores in previous surveys²¹, indicating that this is an area in which Jobcentre Plus performs well. Our findings are consistent with this pattern. Employers' satisfaction scores with the aspects used to derive the overall satisfaction with resolving queries are set out in Table 5.2 and indicate that generally employers assessed these aspects of Jobcentre Plus' services positively.

²¹ AES 2008-09, (Shury *et al.*, 2010).

Again, direct contact with Jobcentre Plus increases satisfaction with the resolution of queries, perhaps as this personal contact provides clearer guidance and support with the service in contrast to having no direct contact with Jobcentre Plus (where employers may be unaware of the support available to them). Again we find differential satisfaction ratings by employer characteristics. The smallest and largest employers, those employers located in London and the Home Counties and in Southern England were less satisfied with aspects related to resolving queries than other employers, regardless of whether they had had direct contact with Jobcentre Plus or not, although the satisfaction levels of these groups of employers with receiving accurate service the first time (among those with direct contact) were similar to the scores of other groups of employers. Direct contact with Jobcentre Plus improves satisfaction for all sectors.

Table 5.2 Satisfaction with resolving queries (mean score)

	Mean score	Base N
Those having direct no contact with Jobcentre Plus		
Extent to which service delivered what you expected	7.4	1,872
Those having direct contact with Jobcentre Plus		
Extent to which service delivered what you expected	8.0	623
Receiving accurate service at the first time of asking	8.3	620

Base: As indicated.

Source: Q42/43 – How satisfied or dissatisfied were you with...?

5.6 Accessibility and business relationships

Overall, the mean of the aggregated satisfaction score for the key service area of accessibility and business relationships was 7.6. This was neither the most highly rated aspect nor the most poorly performing (based on employer perceptions), but does indicate that improvements can be made.

Satisfaction with this area was made up of several elements or aspects of Jobcentre Plus services, which are listed in Table 5.3. These range from the availability of Jobcentre Plus staff when employers contact them, to the ease of finding out what other services Jobcentre Plus offers, which received the lowest scores. Employers were very satisfied with the ease and efficiency of the system for registering a vacancy (scoring 8.6 among those with direct contact with Jobcentre Plus staff and 8.2 among those with no contact), and this was deemed to be the most important aspect of accessibility and business relationships in the previous employer survey²². They were also satisfied with the availability of their named direct contact at Jobcentre Plus (scoring 8.3 and 7.6 respectively). The lowest scores were found for ease of finding out about the other services that Jobcentre Plus offers (7.1 and 5.9 respectively). This links to findings discussed in Chapter 6, concerning awareness and use of other Jobcentre Plus services (beyond the Vacancy Advertising Service), that fewer than half of surveyed employers were aware of any of a number of other services offered to employers.

Those with direct contact with Jobcentre Plus staff had consistently higher satisfaction scores with each of the constituent elements, and thus with the overall satisfaction rating for the key service area of accessibility and business relationships. The most extreme difference is found for ease of finding out about other Jobcentre Plus services, and points to the important role that Jobcentre

²² AES 2008-09, Department for Work and Pensions 2010.

Plus staff play in the wider promotion of the service to employers. Across the various elements of this key area of service delivery, lower mean scores were again shown by the smallest and largest employers, and employers in Southern England and London and the Home Counties.

It is interesting to note that those who placed their vacancy by telephone or in person (rather than by email or EDon) had higher satisfaction scores with most of the elements of this group. Differences in satisfaction ratings were particularly pronounced with regard to the ease and efficiency of the system for registering the vacancy (regardless of whether the employer had direct contact or not).

Table 5.3 Satisfaction with accessibility and business relationships

	Mean score	Base (N)
Those having no direct contact with Jobcentre Plus staff		
Ease and efficiency of the system for registering the vacancy	8.2	1,882
Availability of Jobcentre Plus staff	7.6	1,492
Ease of finding out what services Jobcentre Plus offers	5.9	1,656
Those having direct contact with Jobcentre Plus		
Ease and efficiency of the system for registering the vacancy	8.6	621
Availability of Jobcentre Plus staff	8.3	596
Ease of finding out what services Jobcentre Plus offers	7.1	575
Staff understanding of your business and skills needs	7.6	587
Staff making it clear what was required from you	8.4	611

Base: As indicated.

Source: Q42/43 – How satisfied or dissatisfied were you with...?

5.7 Quality of candidates

Overall employers had relatively low satisfaction ratings with the quality of candidates received via the Vacancy Advertising Service (overall score of 6.6). Though still satisfied, the scores given were lower than those for many of the other aspects of service delivery²³.

Employers' satisfaction scores with the aspects used to derive the overall quality of candidates are set out in Table 5.4. Employers appreciated the number of candidates who applied, this achieved a satisfaction score of 7.2 or 6.9 (out of ten) depending on whether or not employers had direct contact with their named adviser. It is perhaps worth noting that this was considered to be of lower importance to employers in the previous Annual Employer Survey²⁴ than the suitability of candidates. Employers in the current survey were also relatively satisfied with the extent to which candidates turned up for scheduled interviews (scoring 6.9 across all respondents). However, they were less satisfied with the suitability of candidates²⁵ (scoring 6.4 and 6.2), particularly whether they had the 'right' skills, and this reflects findings from earlier surveys: it is an important factor for employers but an area in which they feel Jobcentre Plus falls short. This links to the suggestions for improvement outlined in Chapter 4, as the greatest number of suggested improvements were

²³ It should be noted that candidates are able to apply direct for vacancies placed with Jobcentre Plus so not all Jobcentre Plus applicants are the result of Jobcentre Plus staff referrals.

²⁴ AES 2008-09, Shury 2010.

²⁵ The importance of service aspects was not measured in this current survey.

concerned with improving candidate quality in general or in (more specifically) providing more tailored or relevant candidates. This also corresponds with findings highlighted in Chapter 3 that the more sophisticated recruiters (using online methods) expected that the system would be able to automatically sift applications, which would help them ensure better matching (and therefore candidate quality).

Looking at the difference between employers with and without direct contact with Jobcentre Plus staff, those who had contact were more satisfied with both the suitability and number of candidates who applied. The level of satisfaction was also associated with the size of employer, the sector and the Jobcentre Plus Group employers were operating in. Small businesses with fewer than ten employees and very large employers with more than 500 staff were the least satisfied with the quality of candidates. Employers in the hospitality and distribution sectors were also less satisfied than those in other sectors, especially when compared to employers in the other services sectors. Finally, employers in Southern England and in London and the Home Counties were also less satisfied with the quality of candidates than employers in the other parts of Great Britain, while those located in North West England and Wales were the most satisfied. In addition, those offering some degree of flexibility (i.e. offered one or more types of flexible working terms for the advertised vacancy) were more likely to be satisfied with the suitability of candidates and the number of candidates who applied, and that those applicants had the right skills. This perhaps suggests that employers who are more flexible when recruiting are better able to find the right candidate, perhaps by tapping into a wider pool.

Table 5.4 Satisfaction with quality of candidates (mean score)

	Mean score	Base (N)
Those having no direct contact with Jobcentre Plus staff		
Suitability of the candidate	6.2	1,790
Number of candidates who applied	6.9	1,772
Those having direct contact with Jobcentre Plus		
Suitability of the candidate	6.4	613
Number of candidates who applied	7.2	613
All		
Work readiness of candidates	6.6	2,482
Extent to which they had the right skills	5.9	2,657
Extent to which they turned up for interview when they were supposed to	6.9	2,467

Base: As indicated.

Source: Q42/43 – How satisfied or dissatisfied were you with...?;

Q45 How satisfied were you with the particular quality of candidates...?

5.7.1 Work readiness

Another aspect of candidate quality that is found to have differential satisfaction ratings is the perceived work readiness of candidates. Small employers, employers from the hospitality and distribution sectors, and employers from Southern England and London and the Home Countries had lower satisfaction scores than their counterparts with the work readiness of their candidates. Again, large employers were the least satisfied on this count. It is also interesting to note that employers offering flexible working terms (although relatively more satisfied with many aspects of candidate

quality) were less satisfied with the work readiness of candidates than those who did not offer flexible working.

Those employers giving low satisfaction scores for the work readiness of candidates (scoring five or less out of ten – this equates to dissatisfaction) were asked to describe the ways in which candidates were considered to be not ready for work. Most commonly this was lack of experience (noted by one-third of dissatisfied employers), or a poor (negative) attitude (again noted by one-third²⁶), followed by lack of qualifications²⁷ (a quarter). Other aspects described (but by relatively few employers) tended to concern interview performance/etiquette, for example inappropriate appearance, no show for the interview, and lack of understanding about the role they were applying for and general lack of interview preparation. Further aspects related to poor attitude and lack of enthusiasm/motivation such as not wanting to work or having to apply for the vacancy in order to keep their benefit. A few employers noted structural aspects that made some candidates not immediately work ready. These included having a long notice period, lack of availability during the hours offered, living too far away, not having been Criminal Records Bureau checked, not having a driving licence, language barriers and/or inability to supply references. The top ten most common reasons are presented in Table 5.5.

Table 5.5 Top ten ways in which Jobcentre Plus candidates were considered not ready for work

	%	Rank
Lack of experience	35.2	1
Poor negative attitude	34.5	2
Unqualified	24.2	3
Inappropriate appearance	8.2	4
Had to apply to keep benefit	6.0	5
Did not want to work	3.3	6
Did not turn up for the interview	3.0	7
Did not know what they were applying for	2.6	8
Long period of notice	2.5	10
Not available during the hours offered	1.6	10

Base: Those dissatisfied with the work-readiness of Jobcentre Plus candidates (scoring five or less), 986.

Note: Multiple response, so sum may be greater than 100 per cent.

Source: Q46 – In what ways were candidates not ready for work? (Multiple response.)

²⁶ Arguably ‘having to apply’, ‘not wanting to work’, ‘not turning up for interview’, ‘not knowing what they were applying for’ or ‘applying for jobs randomly’ are all evidence of a poor or negative attitude. If these responses are bundled together, they become the most prevalent work readiness concern of employers, accounting for 44 per cent of cases.

²⁷ Employers tended to talk about a lack of qualifications rather than a lack of skills, and this corresponds to the literature that employers use qualifications as a proxy for skills (Newton *et al.*, 2006).

5.8 Treatment and communication

Employers gave their lowest satisfaction ratings with the key service area of treatment and communication (6.6). Table 5.6 sets out employers' satisfaction scores with the aspects used to derive the overall quality of treatment and communication. These aspects include the extent to which Jobcentre Plus kept in contact while handling the vacancy (which received the lowest scores alongside staff knowledge of the local labour market); and also staff responsiveness (listening to what employers have to say), taking responsibility and professionalism, which all received much higher levels of satisfaction but from a smaller group of respondents (those having direct contact with Jobcentre Plus and therefore able to comment on staff behaviour). Again, it is worth noting that responsibility, professionalism and responsiveness were considered to be the most important aspects of treatment and communication from Jobcentre Plus in the previous survey of employers (Shury *et al.*, 2010).

Having direct contact with a named member of Jobcentre Plus staff when placing their vacancy made a considerable difference to how an employer experienced the treatment by, and communication from, Jobcentre Plus staff. This is seen most clearly when comparing the extent to which Jobcentre Plus kept in contact while handling the vacancy (asked of both cohorts). Where employers had this direct contact they reported a considerably higher mean score than those without direct personal contact (a difference of 1.2 points). Looking at differences in the ratings of these aspects by employer background, we find that larger employers with direct Jobcentre Plus contact, in particular, had higher satisfaction ratings for treatment and communication from Jobcentre Plus staff than their counterparts who had no direct contact. Similarly, where employers placed their vacancies via the telephone or in person, rather than using EDOn or email, they had considerably higher satisfaction with their treatment and communication, particularly with respect to staff professionalism and responsibility.

Table 5.6 Satisfaction with treatment and communication

	Mean score	Base (N)
Those having no direct contact with Jobcentre Plus staff		
Extent to which Jobcentre Plus kept in contact while handling the vacancy	5.6	1,601
Those having direct contact with Jobcentre Plus staff		
The extent to which Jobcentre Plus kept in contact while handling the vacancy	7.8	614
Staff knowledge of the local labour market	7.8	520
Staff dealing with you in a professional and helpful manner	8.9	624
Staff taking responsibility for dealing with your request	8.8	614
Staff listening to what you had to say	8.8	617

Base: As indicated.

Source: Q42/43 – How satisfied or dissatisfied were you with...?

5.9 Key messages for Jobcentre Plus

Various elements combine to generate the all-round level of service that employers receive from Jobcentre Plus. Looking at each of these in isolation we can see that employers are happier with some elements than others. For example, employers rate the speed at which Jobcentre staff display a vacancy highly, at 8.8 out of ten, and therefore there is little room for further improvement. However, other elements of the service, such as the quality of the candidates and communication between Jobcentre staff and employers, received scores below average: 6.6 and 6.5 respectively. Also, employers who had direct contact with Jobcentre Plus were generally more satisfied than those who did not have direct contact, and larger employers were generally less satisfied than others. In Chapter 7 we look at all these factors together to see which have the most impact on overall satisfaction, and in Chapter 8 we identify the aspects of their service on which Jobcentre Plus could focus to further improve employer satisfaction.

6 Use of, and satisfaction with, other Jobcentre Plus services

Key findings

- Of the other Jobcentre Plus services on offer, employers were most aware of the Work Trials offered by Jobcentre Plus (48 per cent of employers knew of this service), but employers were most likely to make use of the support provided in relation to recruitment (over and above the Vacancy Advertising Service, five per cent of all employers).
- They were least aware of the support available to them when making redundancies (14 per cent), but those employers who did use this service were very satisfied with it (reporting the highest levels of satisfaction, scoring 8.6 out of ten).
- Generally, take-up of these wider Jobcentre Plus services was low – with only around one in 20 employers making use of them.
- Satisfaction with the wider services provided is generally high, although it was lowest for Work Trials (scoring 7.2).
- Employers used these services because they are free and it was felt they can be used to access better candidates.
- Employers had a preference to access these wider services by telephone.

6.1 Introduction

Jobcentre Plus not only offers a Vacancy Advertising Service to employers but also a range of other services and support relating to staff training and welfare issues. In this chapter we explore employers' awareness of, and engagement with, these other services that Jobcentre Plus offers. We look at which employers are most likely to use these services, their motivations for doing so and also their experiences, in terms of satisfaction and their contact preferences. This will help Jobcentre Plus in making decisions about prioritisation and targeting of resources and in making continuous improvements to the services offered to employers.

6.2 Awareness of other Jobcentre Plus services

Awareness of the wider services offered to employers varies considerably – employers had greatest awareness of Work Trials and least awareness of redundancy support, and this may well correspond with the extent of promotion undertaken by Jobcentre Plus (Table 6.1).

- Almost half (48 per cent) of the employers surveyed were aware of Work Trials – the service that allows employers to try out potential employees at no cost to their business.
- Two in five (40 per cent) were aware of the advice that Jobcentre Plus offers about employing people who may need particular support.

- One-third (35 per cent) knew of the support that Jobcentre Plus could provide them with in relation to recruitment (beyond the Vacancy Advertising Service). This includes the Recruitment Advisory Service offering support to employ Jobcentre Plus customers; the Small Business Recruitment Service offering targeted support to business with fewer than 50 employees (see below); and the European Employment Service, which facilitates worker mobility within the European Union.
- One-third (31 per cent) were aware of the support provided for improving workforce skills. This can involve sector-based work academies which provide pre-employment training with added work experience and a guaranteed job interview, and pre-employment training where individuals learn skills particular to a type of job or organisation.
- Relatively few (14 per cent) knew about the support Jobcentre Plus offers employers when making redundancies.

There were differences in awareness by employer characteristics, and again this may reflect efforts by Jobcentre Plus in particular regions and nations, or to target messages to particular types of employers; and is also likely to reflect employers' own needs.

Table 6.1 Awareness of wider Jobcentre Plus services

Awareness of ...	%
Work Trials	47.8
Jobcentre Plus advice about employing people who may need special support	39.7
Jobcentre Plus support for recruitment	34.9
Jobcentre Plus support for improving workforce skills	30.7
Jobcentre Plus support when making redundancies	13.8

Base: All, 3,008.

Note: Multiple response, so sum may be greater than 100 per cent.

Source: Q10 – Which of the following services that Jobcentre Plus provides to businesses have you heard of?

Medium to large-sized employers were considerably more likely than small employers (those with fewer than 50 employees) to be aware of the wider services offered. There appeared to be greater awareness of Work Trials in North East and North West England Jobcentre Plus Groups (61 and 53 per cent of employers), while the level of awareness was lowest in Southern England (at only 40 per cent). Also knowledge of Work Trials was highest among employers in the hospitality and distribution sectors, followed by those in public services, and was lowest in the construction sector. Other notable patterns are that awareness of the support available when making redundancies was highest among employers in Scotland and Wales and lowest for those in London and the Home Counties and in Southern England, and employers in the public services sectors were considerably more likely to know that Jobcentre Plus offered advice when employing people who may need special support compared with employers in the construction sector (51 per cent compared to 27 per cent).

6.2.1 Awareness and use of Small Business Recruitment Service

One-third of small businesses (those with fewer than 50 employees) reported that they were aware of the wider support for recruitment provided by Jobcentre Plus. This will include the Small Business Recruitment Service (SBRS). However, only a very small proportion (six per cent) of the small businesses surveyed had actually had any assistance from SBRS in the previous six months. SBRS

offers smaller employers end-to-end support, from posting vacancies, through sifting applications, to conducting initial interviews. The most common assistance reported was help with wording of job advertisements, free vacancy advertising and on-going aftercare service (Table 6.2). Fewer of the users had received help with either screening applicants or reviewing their existing recruitment practices. Other help received via SBRS included help in explaining the process; telephone support/ follow-up, which was clearly appreciated; and general advice.

‘Just to see if I was happy and getting a response from it a couple of days after it was placed.’

‘They helped candidates fill in applications and vetted them, arranged the interviews and organised rooms for us to conduct our interviews.’

Table 6.2 Assistance received from SBRS

Type of help received	%
Help with the wording of the job advertisement	48.3
Free vacancy advertising	34.7
Ongoing aftercare service	24.4
Screen applications to come up with a shortlist of suitable candidates	18.1
Reviewing existing recruitment practices	11.2
Offering other Jobcentre Plus services such as Work Trials etc.	8.7
Don't know/can't remember	4.6
Other	26.8

Base: Small employers (with fewer than 50 employees) who had received support from SBRS, 121.

Note: Multiple response, so sum may be greater than 100 per cent.

Source: Q31 – Did you receive any assistance from the Small Business Recruitment Service when you placed the vacancy/vacancies or at any other time in the last six months? Q32 – What assistance did you receive? (Multiple response.)

The vast majority of small employers surveyed had not received any assistance via SBRS and, in the main, this was because they did not know about it (41 per cent, see Table 6.3). The relatively high proportion lacking awareness would suggest that there is perhaps an unfulfilled demand for this service, and it may need greater promotion. Another common reason given for not using the SBRS was that employers felt they did not need any help (33 per cent). Indeed, their comments suggested that many either wanted to control the recruitment process personally (to do it in-house) or were happy with their current recruitment process.

Table 6.3 Reasons for not receiving any assistance from SBRS

	%
Didn't know about it	41.3
Didn't need any help	32.6
Help/service wasn't suitable	2.3
Other	4.7
Don't know	19.1
Total	100

Base: Small employers (with fewer than 50 employees) who had not received support from SBRS, 1,873.

Source: Q33 – Why didn't you receive any help from the Small Business Recruitment Service?

6.3 Use of wider services

6.3.1 How many employers report using Jobcentre Plus' wider services?

Actual use of wider services was limited when looking across all surveyed employers, with fewer than one in 20 employers making use of any of the services offered by Jobcentre Plus (beyond the Vacancy Advertising Service or SBRS).

Table 6.4 Use of wider services

	Used (of those who are aware) %	Base* (N)	Used (of all employers) %	Base* (N)
Support in relation to recruitment	14.3	1,109	5.0	3,008
Work Trials	9.0	1,511	4.3	3,008
Support for improving workforce skills	6.3	970	1.9	3,008
Advice about employing people who need particular support	8.3	1,260	3.3	3,008
Support when making redundancies	3.3	507	0.5	3,008

Base: * Unweighted, as noted.

Source: Q10/11 – Which of the following services that Jobcentre Plus provides to businesses have you heard of? Have you accessed this service in the last six months?

Focusing on the group of employers who were aware of these additional services, take-up was still relatively low. The greatest take-up related to support for recruitment (Table 6.4). One in seven of employers (14 per cent) who knew that Jobcentre Plus offered employers support in relation to recruitment actually made use of this service. This was followed by Work Trials, used by nine per cent of 'aware' employers, advice about employing people who need particular support (eight per cent), support for improving workforce skills (six per cent) and support when making redundancies (three per cent).

Given the level of take-up, it is difficult to find any patterns in take-up by employer characteristics. However, employers in the other services sectors and in the hospitality and distribution sectors were more likely than other employers to be involved in Work Trials.

6.3.2 How are they using/accessing these services?

The survey once again indicates that employers currently have a strong preference to contact Jobcentre Plus by telephone to access services (Table 6.5). For each of the wider services tested with employers (those who had actually used the services), by far the most common method of contact was by telephone. This preference was strongest in relation to seeking advice about employing people with particular support needs, other recruitment support (beyond the Vacancy Advertising Service), and Work Trials. However, there was an appetite for online contact, most notably when seeking support for improving workforce skills.

Table 6.5 Preferred method of contact with Jobcentre Plus in relation to...

	Telephone	Email	Post	Person	Website	Base (N)
Support in relation to recruitment	74.4	23.4	5.8	20.5	20.5	154
Work Trials	71.8	20.5	2.1	24.9	6.5	139
Support for improving workforce skills	56.3	41.3	2.7	19.0	27.0	64
Advice about employing people who need particular support	77.0	18.4	5.4	18.1	10.0	119
Support when making redundancies	-	-	-	-	-	24

Base: Those using Jobcentre Plus for named service.

Note: ‘-’ indicates that figures have been suppressed due to small base size.

Source: Q13 – In which of the following ways have you had contact with Jobcentre Plus about [service]?

6.3.3 Why do they use these other services?

Employers tend to access these wider services because they are free and also because they feel the services give them access to a large pool of candidates (who are suitably qualified and/or local) (Table 6.6). Other key reasons for doing so are that it forms part of their existing relationship with Jobcentre Plus, they can make use of Jobcentre staff knowledge and/or that they were approached by Jobcentre Plus. This indicates the important role that Jobcentre Plus staff play in proactively promoting, encouraging and facilitating the take-up of the wider services.

Table 6.6 What attracted you to use Jobcentre Plus services?

Drivers	Recruitment support	Work Trials	Employee support advice
Free service	21.1	12.6	18.5
Have an existing relationship with Jobcentre Plus	14.4	3.3	7.3
Access to large pool of candidates	12.7	4.5	5.6
Suitably qualified candidates	10.4	13.3	1.0
They are local	8.9	0.9	6.8
Fast vacancy display	3.7	0.5	1.9
Quick response from candidates	7.7	5.3	1.5
Local candidates	6.4	-	2.0
Knowledgeable staff	6.9	1.2	9.3
National circulation	5.0	-	1.2
Satisfied with previous Jobcentre Plus service	8.3	0.6	3.4
Recommended by colleagues	4.2	0.1	3.2
Convenience/ability to upload vacancy myself	0.7	-	-
Jobcentre Plus approached me	2.0	6.5	4.4
Broader spectrum of candidates	-	2.0	-
Free training	-	0.8	0.6
Links with other partners or agencies	-	0.5	0.6
Customised training			1.1
Base (N)	154	139	119

Base: Those using Jobcentre Plus named service as indicated.

Source: Q12 – Thinking about [service used] that you have used over the last six months, what attracted you to use these services?

6.4 Satisfaction with wider services

Employers are generally satisfied with these wider services provided by Jobcentre Plus (Table 6.7). Among those making use of the services, satisfaction was highest for those receiving support when making redundancies, but the numbers here are very small and so should be treated as indicative only. High satisfaction scores were also received for advice about employing people who may need particular support and for wider recruitment support. The lowest satisfaction scores (although still fairly satisfied) were found for Work Trials.

Table 6.7 Satisfaction with wider services (mean score)

Service	Mean	Base (N)
Recruitment apart from vacancy posting	8.0	141
Work Trials	7.2	132
Improving workforce skills	7.9	62
Needing particular support	8.1	116
Support when making redundancies	8.6	22

Base: Those using Jobcentre Plus for named service, as indicated.

Source: Q17 – How satisfied or dissatisfied have you been in the last six months with [service] provided by Jobcentre Plus?

6.4.1 Does satisfaction vary by mode of contact?

Satisfaction with these wider services does vary by contact mode, and generally those accessing services in person or by telephone have higher levels of satisfaction than those doing so by email or via the website. However, it appears that employers receiving support for improving their workforce skills via the internet have the highest satisfaction ratings (Table 6.8).

Table 6.8 Satisfaction with wider services by contact method (mean score)

	Recruitment support	Work Trials	Workforce skills	Advice about employees with support needs
Telephone	7.9	7.3	7.8	8.1
Email	7.4	6.6	7.6	8.1
Post	(7.7)	(5.6)	(10.0)	(8.2)
Person	8.4	7.2	7.7	7.9
Internet (website)	7.6	(8.7)	8.7	7.6
Base (N)	154	139	64	119

Base: Those employers who have accessed the service, as noted.

Figures shown in brackets have a base size of fewer than ten and so should be treated with caution.

Source: Q17 – How satisfied or dissatisfied have you been in the last six months with the named service provided by Jobcentre Plus?

The survey indicates employers have higher satisfaction ratings for resolving their questions when they are dealt with in person for support with recruitment, by telephone when seeking advice about employing people with particular support needs, and by telephone or online when accessing support with improving workforce skills. Employer feedback also suggests there is no real difference in satisfaction with response times when contacting Jobcentre Plus for support with these wider Jobcentre Plus services by telephone or by email, but that these may be quicker than trying to

find the relevant pages on the website. Staff knowledge and understanding, professionalism and helpfulness also appear to have more of a positive impact when services are accessed in person and particularly by telephone.

6.5 Key messages for Jobcentre Plus

Employers using the Vacancy Advertising Service had relatively low levels of awareness of other Jobcentre Plus services, which provides further evidence of the potential to improve the accessibility aspects of the service identified in Chapter 5.

The relatively few employers who used these wider services were generally well satisfied with the quality of support they received. However, echoing one of the other key findings discussed in Chapter 5, those who interacted with Jobcentre Plus remotely (i.e. by email or the internet) were less satisfied than those who were dealt with in person.

7 Drivers of satisfaction

Key findings

- There are five main areas of service provision quality, and we have examined how each of these drive overall satisfaction.
- Detailed analysis of the survey data indicates that the most important driver is how well Jobcentre Plus staff resolve queries – whether the level of service meets employers’ expectations and provides everything they need at the first time of asking.
- The next most important driver is accessibility and business relationships. An increase in satisfaction with these aspects of service delivery, such as the efficiency of the system for registering vacancies and the availability of Jobcentre Plus staff, will positively increase overall satisfaction (but not to the extent that changes in the satisfaction with resolving queries would do).
- Improving candidate quality will have a positive impact on overall satisfaction and is one of the areas where employers suggested there was room for improvement.
- The key drivers of timeliness, and treatment and communication, have the lowest impact or even negative impact on overall satisfaction.
- Although levels of satisfaction vary significantly by whether the employer has a direct contact with Jobcentre Plus or not or uses Employer Direct online (EDon) (i.e. satisfaction is highest among non-EDon users with a named direct contact), other factors have a stronger influence on overall levels of satisfaction.

7.1 Introduction

Jobcentre Plus aims, as part of its customer service standards, to ‘provide high-quality and demand-led services to employers, which help fill job vacancies quickly and effectively with well-prepared and motivated employees’. This means providing relevant services to the satisfaction of employers. In order to achieve relevance and satisfaction, Jobcentre Plus needs to know about the services employers are already satisfied with and the areas that pose the challenges. Chapter 5 outlined 18 elements of service provision and employers’ satisfactions with these, and grouped them into key service areas (Figure 5.1). This chapter considers the extent to which the experiences of employers of these key service areas are the drivers of overall satisfaction and explores what other aspects or factors may also drive overall satisfaction (and which have no impact). A technical explanation of the methods used is provided in Appendix C.

7.2 Exploring drivers of overall satisfaction: constituent elements

We have used logistic regression techniques to explore the impact of a range of potential drivers to employers’ overall satisfaction with the service provided by Jobcentre Plus. The factors included in the models were:

- hard outcomes (in terms of whether the employer’s vacancy had been filled or not);
- employers’ methods of interaction with Jobcentre Plus staff and services (whether they had made use of a named contact with Jobcentre Plus staff ‘direct contact’ or not, and whether they used EDon or not);

- satisfaction with the key areas of service provision (satisfaction with resolution of queries, timeliness (speed of vacancy display), accessibility and business relationships, treatment and communication, and quality of candidates);
- suggestions for improvement (grouped into key themes around improving candidate quality, aspects to do with services, aspects to do with staff knowledge and behaviour, and no improvements deemed necessary), which can act as indicators of the areas that employers think may need more attention;
- employer characteristics such as size, location and sector.

A range of models were developed, adding in the clusters of factors one group at a time, to explore:

- the impact of these factors as potential explanatory variables on the overall power of the model (essentially the degree to which it can explain and predict differences in satisfaction levels); and
- the contribution of each variable to explaining changes in overall satisfaction scores (both in terms of statistical significance – whether an association exists and the strength of this association, and also the relative size and direction of that relationship)²⁸.

In total nine models were developed and tested (further details are provided in the technical report in Appendix C), and they included the following:

- The most simple model tested included only hard outcomes and method of interaction with Jobcentre Plus. The power of this model was relatively weak and indicates that success of the recruitment activity and the contact channel alone are not key drivers, and that instead there are other factors that can better explain differences in overall satisfaction levels.
- Perhaps the most effective model included satisfaction with key areas of service provision.
- The most complex model involved all of the potential drivers listed above. This model increased the overall power by a marginal amount over and above that of the key-areas-only model.

Each of the three key models are described in the sections below, and the full specifications and results can be found in Table C.1 in Appendix C.

7.3 Modelling the impact of outcomes and contact methods (simple model)

The findings presented in Chapters 2 and 3 highlight the importance for employers of hard outcomes from their involvement with Jobcentre Plus (in terms of whether a vacancy has been filled or not) and also their preferred and actual method of communication/interaction with Jobcentre Plus (whether they had direct contact and whether they used EDon). These aspects have been modelled using logistical regression to see whether they have a significant association with overall satisfaction levels and the magnitude of their impact. The model shows that, all other aspects being equal, if a vacancy has been successfully filled, this has the largest positive impact on overall satisfaction. Using EDon impacts negatively upon overall satisfaction, yet having a direct named contact at Jobcentre Plus has only a weak and marginally positive effect. However, the overall power of this model is very weak. Interestingly, there are clearly other factors driving overall satisfaction levels beyond contact methods and whether the vacancy has been filled. Furthermore, in more complex models, when size and sector variables are added, the EDon factor is no longer significant, indicating that these other variables (particularly large employers) are more influential.

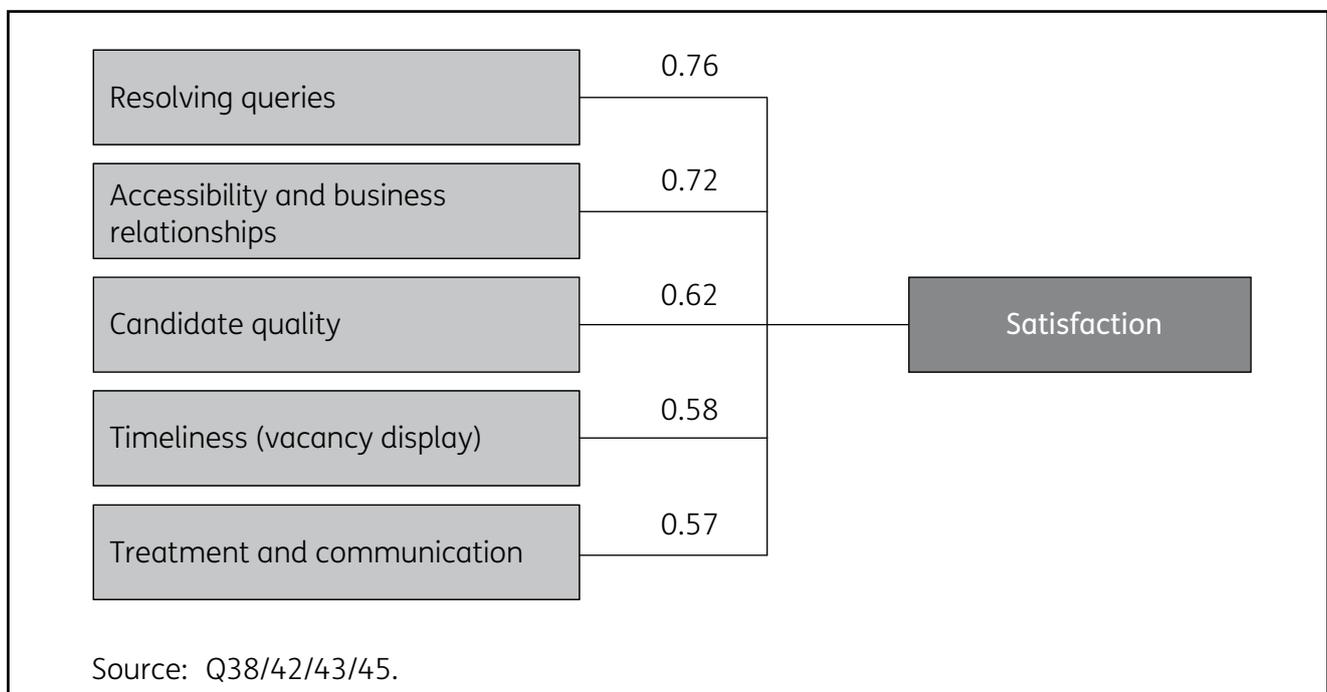
²⁸ The contribution of each potential explanatory factor (in terms of strength of the association and the size of its influence) may change for each model developed, as other factors are added or removed.

7.4 Modelling the impact of satisfaction with key areas of provision (the best model)

The next model developed explored the impact of satisfaction with key areas of provision on overall satisfaction. As noted in Chapter 5, the key areas of service provision are the **timeliness** of the service (most highly rated), **resolving queries** (second most highly rated), the **accessibility** of the service (including the **business relationship** between Jobcentre Plus and the employer, the third most highly rated), the **treatment of and communication** with employers by Jobcentre Plus staff (the second lowest satisfaction score), and the **quality of the candidates** (the area achieving the lowest levels of satisfaction and therefore providing the greatest potential for improvement).

Before modelling impact we looked at the correlations between the satisfaction levels with each of the key areas of service provision and overall satisfaction with Jobcentre Plus (Figure 7.1) – essentially to justify their inclusion into the model. The correlation statistic²⁹ indicates that each of the key areas are associated with overall satisfaction as they each have a relatively strong and positive correlation with overall satisfaction: employers who are highly satisfied with specific areas of service provision are likely to be highly satisfied overall with Jobcentre Plus. We can therefore legitimately consider these to be key drivers of satisfaction with Jobcentre Plus for placing vacancies. The strongest relationships are between satisfaction with resolving queries, and accessibility and business relationships – thus high scores here are likely to be associated with high overall satisfaction scores.

Figure 7.1 Key drivers of overall satisfaction with Jobcentre Plus Vacancy Advertising Service (correlations)



²⁹ The statistic is called Pearson's r and indicates the strength and direction of the correlation between a potential key driver and the overall level of satisfaction. Pearson's r is measured between -1 and +1. An outcome of .76 means that an increase in satisfaction with a key area will positively change overall satisfaction.

7.4.1 Developing the model

The regression analysis (see Appendix C for details) compares each of these key areas of service delivery with the other factors identified above and identifies which is likely to result in the greatest change in overall satisfaction; it also indicates just how much of change could result. Using these two statistical measures we can see the following:

- The area that has greatest impact on overall satisfaction is the satisfaction with **resolving queries**, essentially receiving an accurate service at the first time of asking and the extent to which the service delivered was what was expected.
- The second highest contributor to overall satisfaction is the key area concerning **accessibility and business relationships**.
- Aspects relating to **candidate quality** occupy the middle position in terms of its potential positive impact on overall satisfaction, and the magnitude of change is similar to that found for increases in satisfaction with accessibility and business relationships.
- The areas of **timeliness** and **treatment and communication** appear to have the lowest impact or even negative impact on overall satisfaction.

The model indicates that these areas of service delivery are indeed the key drivers of overall satisfaction. However, there are other factors in the model which are significant drivers (although generally with a relatively smaller impact than the key drivers). They are as follows:

- **Contact** – employers having direct contact with Jobcentre Plus staff when placing their vacancy have, controlling for all other aspects, higher satisfaction levels than those who do not have direct contact, but the association is fairly weak, i.e. it is only statistically significant at the ten per cent level.
- **Size** – the largest employers (with over 500 employees) are less satisfied than other employers.
- **Sector** – public service employers are, all other factors being equal, more satisfied than employers in other sectors.

All these factors affect (i.e. can explain) employers' overall level of satisfaction with Jobcentre Plus, and therefore suggest both service aspects for Jobcentre Plus to target in order to drive up overall levels of satisfaction, and also employer groups to prioritise to try to improve satisfaction.

7.5 Modelling the impact of all potential drivers (the complex model)

To see whether we could find a model with an even better fit (explanatory power), we added in further factors, including the suggestions for improvement provided by employers. These were pointers for areas of service improvement, and (for ease of analysis) were grouped into four main areas: improvement with contact/communication, improvements in the quality of candidates, improvements to service (including advice and exchange with other government departments), and the improvement of staff knowledge and behaviour (specifically their knowledge of local labour markets and communication skills). These are presented and discussed in Chapter 4, where it is noted that the most frequently cited suggestions for improvement were connected to communication from Jobcentre Plus and to candidate quality. The full specification for this model can be found in Appendix C.

We found that the effect of the key drivers (satisfaction with key areas of service delivery) on overall satisfaction far outweigh these other factors, and the influence of these drivers changes only fractionally in the new complex model. The effects of hard outcomes and interaction with Jobcentre Plus are not statistically significant; similarly, employer sector, location and size are also not statistically significant in the model, suggesting that changes here will not significantly affect overall satisfaction levels. However, two areas of potential improvement were significant in the model. Where employers had made suggestions for improvement that concerned staff knowledge and behaviour and concerned improving candidate quality, these had a negative impact on overall satisfaction, suggesting that if these issues were tackled, overall satisfaction levels would improve.

However, overall this model does not provide a better explanation of what influences employer satisfaction than the 'best' model outlined in Section 7.4 above.

7.6 Key messages for Jobcentre Plus

The complex analysis of the survey data has enabled us to identify the key drivers of employer satisfaction with the service:

- The area that has greatest impact on overall satisfaction is the satisfaction with resolving queries. If the service is responsive, accurate and meets expectations, improvements in employer satisfaction in this area will have the greatest impact on overall satisfaction scores. However, this aspect of the service already attracts a high satisfaction score, so there is relatively little scope for further improvement.
- The second highest contributor to overall satisfaction concerns accessibility and business relationships. Ease and efficiency of the system for registering vacancies, availability of Jobcentre Plus staff, information about other Jobcentre Plus services, understanding of business and skills needs, and Jobcentre Plus staff being clear about what employers had to do to register their vacancy are positively correlated with overall satisfaction. An increase in the satisfaction with these measures will positively increase overall satisfaction (but not to the extent that changes in the satisfaction with resolving queries would do).
- Aspects relating to candidate quality also have a positive impact on overall satisfaction and is one of the areas where employers suggested there was room for improvement. Satisfaction levels here are below average and so there is potential to improve candidate quality and thereby drive up overall satisfaction.
- Increasing satisfaction with treatment by, and communication with, Jobcentre Plus staff (which receives the lowest satisfaction scores of all the key drivers, driven largely by lower satisfaction levels among those having no direct contact with Jobcentre Plus staff and so potentially has the greatest room for improvement) has very little effect on overall satisfaction.
- Timeliness (speed of displaying the vacancy) of the service is negatively associated with overall satisfaction, but the magnitude of the impact is small. Employers were satisfied the most with timeliness (out of all the measured aspects of the Vacancy Advertising Service) and it may be that they were concerned that if vacancies are displayed too quickly this may mean that the overall quality of service may deteriorate slightly (for instance may be at the expense of accuracy).

Three other factors are important. Of these, Jobcentre Plus can do little about the size and sector of employer other than recognise that, for example, the above factors are critical to improving satisfaction among large employers and that, all other things being equal, there is more likely to be satisfaction with personal contact. Therefore, it is important to make the level of service resemble that provided by personal contact as much as possible when employers deal with Jobcentre Plus by other means.

8 Conclusions

The purpose of this survey was primarily to examine employer satisfaction with the services provided by Jobcentre Plus and to explore employers' appetite for using online recruitment facilities and in particular Jobcentre Plus' online service Employer Direct online (EDon).

8.1 High satisfaction levels

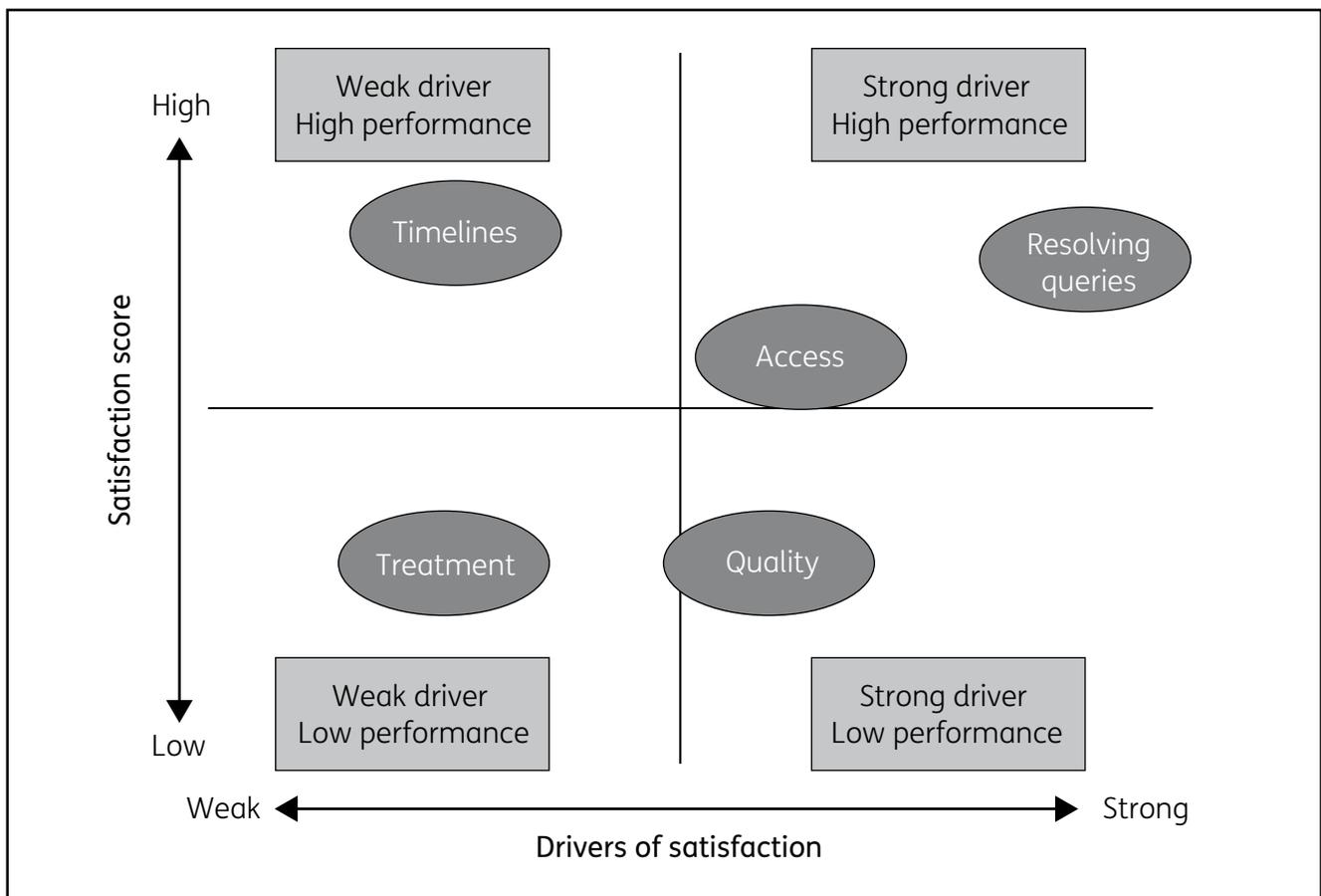
Generally satisfaction levels are high, particularly with the speed with which vacancies are displayed and the professional nature of Jobcentre Plus staff. Approximately nine in ten of the surveyed employers (88 per cent) were generally satisfied, a quarter (24 per cent) were extremely satisfied, two-thirds gave an overall satisfaction score of eight, and the average mean score (out of ten, where the higher score indicates a higher satisfaction rating) was 7.8 (see Chapter 4). It is difficult to draw direct comparisons with previous surveys, due to differences in sampling and in the questionnaires. However, overall satisfaction scores in the current survey are nominally higher than in previous surveys. The evidence gathered in this most recent survey and presented throughout this report suggests that employers' satisfaction levels with Jobcentre Plus services, particularly their Vacancy Advertising Service, are increasing. However, there is still room for Jobcentre Plus to improve and to increase service ratings even further in the future, or at the very least to ensure satisfaction does not drop.

8.2 Driving satisfaction levels higher

Our detailed modelling of the survey results found that the key drivers of overall satisfaction, i.e. the factors that are strongly associated with variation in overall satisfaction levels, relate to the quality of service provision (grouped into five areas). The most important or influential set of factors is whether the level of service meets employers' expectations and provides everything they need at the first time of asking. However, satisfaction levels with these elements of the service are already relatively high and there is therefore little scope for further improvement. Figure 8.1 combines the findings on the relative impact on satisfaction for each of the five key drivers, with the satisfaction scores as a measure of existing performance to help identify the areas where Jobcentre Plus can make the most difference.

The **quality of the candidates** put forward to employers is the area where there is most opportunity for Jobcentre Plus to drive up satisfaction further. Satisfaction levels with candidate quality are well below average but this factor has an important influence on overall satisfaction. In the survey, the key concerns among employers about candidate quality centred on their suitability for the post and in particular their lack of experience, their lack of a positive attitude or lack of relevant qualifications. If Jobcentre Plus can make improvements on this score, then overall satisfaction levels among employers should increase further.

Figure 8.1 Driving up satisfaction – where Jobcentre Plus can make most difference



The second area which offers most scope for improvement is **accessibility and business relationships**. It is an important driver of satisfaction and although satisfaction scores are higher than with candidate quality, there is further scope for improving performance. Therefore Jobcentre Plus should ensure that its system for registering vacancies is as easy to use and efficient as possible, Jobcentre Plus staff are available if required to handle queries, information about other Jobcentre Plus services is readily available and staff understand business and skills needs. An increase in the satisfaction with these measures will positively increase overall satisfaction (but not to the extent that changes in the satisfaction with resolving queries would do).

Ensuring the service lives up to employers' expectations and **queries are resolved** efficiently is also important. However, it is already an area of strong performance, so Jobcentre Plus should focus on ensuring it continues to deliver the currently high level of service in this regard.

Employers are very satisfied with the **timeliness** with which vacancies are displayed and Jobcentre Plus just needs to maintain its level of service here.

The final driver covers the **treatment and communication** aspects of the service. Although satisfaction with this element of the service is relatively low, the model indicates that it is not particularly influential and so Jobcentre Plus is unlikely to get a good return on significant investment in this area.

8.3 Segmenting improvement further

Throughout the report it can be seen that different types of employers have reacted differently to different aspects of the service provided. For example, the highest overall satisfaction levels were given by medium-sized employers; and employers in North East and North West England (particularly North West England) and Wales, and the lowest by the largest employers and those in Southern England, London and the Home Counties. However, there are a number of factors at play here and, when controlling for as many as possible in the model, location (i.e. Jobcentre Plus Group) does not have a major influence on overall satisfaction levels. Size is more important and it is clear that the largest group of employers (i.e. those with over 500 employees) have a different experience of Jobcentre Plus than other employers and therefore warrant being treated differently. Sector is also important but only whether or not an employer is in the group of public service sectors, and other sectors do not appear to have an influence on overall satisfaction. Therefore, on the basis of this analysis, it is difficult to segment employers into useful groups for operational purposes, but further research, using different techniques, may be more illuminating.

8.4 Greater use of online services

There is also scope for Jobcentre Plus to extend the use of its online services. Currently only around 30 per cent of employers use EDon, mainly larger employers. However, the survey indicates that a further third of employers who place a vacancy with Jobcentre Plus already use online recruitment services, but do not use EDon. A large proportion of this group said they were not aware of the online service and the rest preferred to contact the Jobcentre in person as they felt they received a better service that way. Their concerns are borne out to some extent by the lower levels of satisfaction recorded among EDon users, although this is likely to be more a function of EDon users being large employers than to do with the service itself.

To increase employers' use of EDon, the survey results suggest that Jobcentre Plus needs to:

- focus on those employers who already use the internet for recruitment;
- ensure employers are aware of the existence of the online option and the features it offers;
- improve the quality of the EDon service. Suggestions in the survey included providing better help facilities, making it easier to register, higher levels of functionality (e.g. to search and sift applicants) and providing more room to give details about the job;
- make it easier for new employers to get started. Some respondents suggested providing more accessible telephone support.

Perhaps the key point from this survey is that although, all things being equal, employers prefer telephone contact, the aspects of service relating to candidate quality and, to a lesser extent, accessibility and business relationship, are more important drivers of satisfaction. Overall satisfaction should not be detrimentally affected if, in moving over to a more online service, Jobcentre Plus can ensure that employers receive the support, accuracy and speed of service they currently feel they can only get from personal contact and, crucially, the applicants they get are suitable for the advertised job.

8.5 Scope to extend Jobcentre Plus' reach

Finally, the survey has identified potential among employers to engage with a wider range of Jobcentre Plus services. Most employers said they would be willing to place a larger range of vacancies with the service and there appears to be most scope among medium-sized employers to advertise more administrative jobs with Jobcentre Plus. Furthermore, employers using the Vacancy Advertising Service were fairly unaware of other Jobcentre Plus services, and satisfaction levels with the ease of finding out about wider services could be improved, especially among those who interact with Jobcentre Plus remotely. There is therefore scope for marketing these services more widely and further engaging with employers.

Appendix A

Questionnaire and opt out letter

2012 Questionnaire

Screening section

Q1 (ALL)

My name is ... and I work for Ipsos Mori, an independent research company. I've been asked by the Department for Work and Pensions to talk to you about the service you have recently received from Jobcentre Plus, and particularly the time you placed a vacancy with them in the [SOC_TITLE] job sector for [EMPLOYER]. You may have received a letter about this.

I would like to ask you some questions, which should take about 20 minutes. Everything you say will be anonymised and treated in the strictest confidence. Are you free to talk?

IF NECESSARY: If you would like any further information, you can phone Kris Simpson at the Department for Work and Pensions, on 0114 294 3584.

IF NECESSARY: The results will be used to improve Jobcentre Plus services.

1 Yes [CARRY OUT INTERVIEW OR MAKE APPOINTMENT AS APPROPRIATE]

2 No [RECORD REASON FOR REFUSAL]

Q2 (ALL)

Were you the contact for this vacancy for the [SOC_TITLE] job sector? S/C ONLY.

1 Yes [CONTINUE]

2 No, respondent works for Jobcentre Plus [GET EMPLOYER CONTACT DETAILS OR END INTERVIEW]

3 No, did not place a vacancy [END INTERVIEW]

-99 Refused [END INTERVIEW]

Q2b (IF Q2 = 2)

I'm carrying out a survey on behalf of DWP to test the service employers have received from Jobcentre Plus. The employers' details have been given to us by DWP and we can only see what was recorded on the LMS when the vacancy was saved. The LMS shows you as the employer contact for the vacancy for [EMPLOYER] in the [SOC_TITLE] job sector placed within the last six months. Could you please give me the correct contact name and telephone number for the employer?

IF RELUCTANT TO GIVE DETAILS:

If you have any concerns about releasing this information, please contact Kris Simpson at the Department for Work and Pensions on 0114 294 3584.

1 Yes [TAKE DOWN CONTACT NAME AND NUMBER; CALL EMPLOYER AND START AGAIN FROM Q1]

-99 Refused or does not have details [END INTERVIEW WITH THANKS]

Background section**Q3 (ALL)**

Firstly, could you tell me what your position or job title is?

DO NOT READ OUT. S/C ONLY.

- 1 General/duty manager
- 2 Assistant manager
- 3 Human resources/personnel manager
- 4 Supervisor
- 5 Owner/proprietor
- 6 Director/Managing Director
- 7 Finance Manager/Officer
- 8 Other (SPECIFY)
- 88 Don't know
- 99 Refused

Q4 (ALL)

Is this workplace...? READ OUT. S/C ONLY

- 1 One of a number of workplaces belonging to the same organisation?
- 2 A single independent workplace not belonging to any other organisation?
- 88 Don't know
- 99 Refused

Q5 (ALL)

My records say that your total number of members of staff in your workplace is in the range of [POPULATE FROM SAMPLE FILE]. Is that right? Can you tell me the exact number of staff? IF RESPONDENT IS UNSURE ASK FOR AN ESTIMATE

IF EXACT NUMBER DOESN'T MATCH BAND CONFIRMED PROMPT: Are you sure?

[Interviewer clarification, if necessary: This includes part-time and temporary staff and those who are on maternity or long-term sick leave? Please include yourself. By 'your workplace', I mean the single location you work at, even if that encompasses more than one building.]

Enter exact number (range = 1 to 99,999) and code into band

- 1 1-9 staff
- 2 10-49 staff
- 3 50-249 staff
- 4 250-499 staff
- 5 500+ staff
- 88 Don't know
- 99 Refused

Q6 (IF Q4 = 1)

Can I just check, is this workplace... READ OUT. S/C ONLY.

1 A branch

2 A division/subsidiary

3 An area/regional office

4 The head office

5 A franchised organisation

6 Or something else? (specify)

-88 Don't know

Q7 (ALL)

Would you say that this workplace was part of the... READ OUT. S/C ONLY

1 Private sector

2 Public sector

3 Voluntary sector

-88 Don't know

Q8 (ALL)

Can I just check my records – is it right that you work in the [POPULATE USING SIC_TITLE FROM SAMPLE] sector? IF NO: What does the firm or organisation you work for mainly make or do? PROBE FULLY TO CODE TO SIC

CHECK RESPONSE

-88 Don't know

Q9 (ALL)

Can I just check if your company is a recruitment agency? S/C ONLY

1 Yes

2 No

-99 Refused

Awareness, use and satisfaction of other Jobcentre Plus services

Q10 (ALL)

Thinking about services that Jobcentre Plus provides to businesses, which of the following have you heard of?

READ OUT AND S/C FOR EACH. RANDOMISE ORDER

A Support from Jobcentre Plus in relation to recruitment, **apart from** vacancy posting. Examples of this include the Recruitment Advisory Service, the Small Business Service, and the European

Employment Service. [INTERVIEWER NOTE: – EXAMPLES INCLUDE THE RECRUITMENT ADVISORY SERVICE – OFFERING SUPPORT TO EMPLOY JOBCENTRE PLUS CUSTOMERS; THE SMALL BUSINESS RECRUITMENT SERVICE; THE EUROPEAN EMPLOYMENT SERVICE – WHICH FACILITATES WORKER MOBILITY WITHIN THE EU.]

B Work Trials [INTERVIEWER NOTE: WORK TRIALS ALLOW EMPLOYERS TO TRY OUT POTENTIAL EMPLOYEES AT NO COST TO THEIR BUSINESS, SO THAT THE EMPLOYER CAN DECIDE WHETHER OR NOT TO MAKE A JOB OFFER]

C Support from Jobcentre Plus in relation to improving workforce skills [INTERVIEWER NOTE: THIS MAY INCLUDE SECTOR BASED WORK ACADEMIES; PRE-EMPLOYMENT TRAINING]

D Advice from Jobcentre Plus about employing people who may need particular support in the workplace. INTERVIEWER ALSO READ [BUT EXCLUDE FROM SUBSEQUENT QUESTIONS REFERRING TO THIS]: For example parents, carers, or people with disabilities.

For each:

1 Yes

2 No

-88 Don't know

Q11 (ASK FOR EACH SERVICE HEARD OF @Q10)

Have you accessed [SERVICE MENTIONED AT Q10] in the last six months? READ OUT AND SINGLE CODE FOR EACH.

For each:

1 Yes

2 No

-88 Don't know

Q12 (ASK FOR EACH SERVICE USED @Q11)

Thinking about [service used @Q11] that you have used over the last six months, what attracted you to use these services?

MULTICODE, DO NOT READ OUT

A Free service

B Fast vacancy display

C Quick response from candidates

D They are local

E Local candidates

F Suitably qualified candidates

G Knowledgeable staff

H National circulation

I Access to large pool of candidates

J Satisfied with previous Jobcentre Plus service

K Have an existing relationship with Jobcentre Plus

L Recommended by colleagues

M Recommended by Jobcentre Plus partner (eg Business Link, local skills provider)

N Broader spectrum of candidates

O Convenience/ability to upload vacancy myself

P Customised training

Q Free training

R Links with other partners or agencies

S Nothing particular

T Jobcentre Plus approached me

U Other (SPECIFY)

V Don't know/can't remember

Q13 (ALL; ASK FOR EACH SERVICE USED @Q11)

You said you have used Jobcentre Plus to access [SERVICE @Q11] in the last six months. I'd like to ask you a few questions about that.

In which of the following ways have you had contact with Jobcentre Plus about [SERVICE @Q11]?

READ OUT. RANDOMISE ORDER. S/C ONLY FOR EACH

A By telephone

B By email

C By post

D In person

E Over the internet (website)

F Other [SPECIFY]

G Don't know/can't remember

For each:

1 Yes

2 No

-88 Don't know

QD13 extra (IF IN PERSON @Q13)

How satisfied or dissatisfied were you with the following aspects of the service provided by Jobcentre Plus in person, on a scale of one to ten, where one is extremely dissatisfied and ten is extremely satisfied? Please think only about when you accessed [SERVICE @Q11] in the last six months.

READ OUT, S/C ONLY FOR EACH, ROTATE QUESTION ORDER

B The extent to which your questions were resolved

C Staff dealing with you in a professional and helpful manner

D Staff understanding of your business and skills requirements

10-point response scale

-55 [DO NOT READ OUT] Not relevant

-88 [DO NOT READ OUT] Can't remember

Q14 (IF USED PHONE @Q13)

How satisfied or dissatisfied were you with the following aspects of the telephone service provided by Jobcentre Plus, on a scale of one to ten, where one is extremely dissatisfied and ten is extremely satisfied? Please think only about when you accessed [SERVICE @Q11] in the last six months.

READ OUT, S/C ONLY FOR EACH, ROTATE QUESTION ORDER

A The length of time before your calls were answered

B The extent to which your questions were resolved

C Staff dealing with you in a professional and helpful manner

D Staff understanding of your business and skills requirements

10-point response scale

-55 [DO NOT READ OUT] Not relevant

-88 [DO NOT READ OUT] Can't remember

Q15 (IF USED EMAIL @Q13)

How satisfied or dissatisfied were you with the following aspects of the email service provided by Jobcentre Plus, on a scale of one to ten, where one is extremely dissatisfied and ten is extremely satisfied? Please think only about when you accessed [SERVICE @Q11] in the last six months.

READ OUT, S/C ONLY FOR EACH, ROTATE QUESTION ORDER

A The length of time before your emails were answered

B The extent to which your questions were resolved

C Staff dealing with you in a professional and helpful manner

D Staff understanding of your business and skills requirements

10-point response scale

-55 [DO NOT READ OUT] Not relevant

-88 [DO NOT READ OUT] Can't remember

Q16 (IF USED WEBSITE @Q13)

How satisfied or dissatisfied were you with the following aspects of the Jobcentre Plus website, on a scale of one to ten, where one is extremely dissatisfied and ten is extremely satisfied? Please think only about when you accessed [SERVICE @Q11] in the last six months.

INTERVIEWER TO NOTE/PROMPT RESPONDENTS AS NECESSARY: Employers access Jobcentre Plus services via the Business Link website

READ OUT, S/C ONLY FOR EACH, ROTATE QUESTION ORDER

A Ease of finding the relevant pages on the website

B The extent to which your questions were answered by the information available

10-point response scale

-88 Don't know/can't remember

Q17 (ASK FOR EACH SERVICE USED AT Q11)

On a scale of one to ten where one is extremely dissatisfied and ten is extremely satisfied, how satisfied or dissatisfied have you been in the last six months with [SERVICE MENTIONED @Q11] provided by Jobcentre Plus S/C ONLY

10-point response scale

-88 Don't know/can't remember

Q18 (IF dissatisfied (score one to six on overall satisfaction rating @ Q17)

Why do you say that? PROBE FULLY AND WRITE IN

FREE TEXT

Recent vacancy activity and experience

Q19 (ALL)

I'd like to ask you about the vacancy you placed with Jobcentre Plus in the [SOC_TITLE] job sector. Was this a vacancy for...? S/C ONLY

1 Elementary occupations

2 Process, plant or machine operatives posts

3 Sales or customer service occupations

4 Personal service occupations

5 Skilled trades occupations

6 Administrative or secretarial occupations

7 Associate professional or technical occupations

8 Professional occupations

9 Managerial or senior official posts

-88 Don't know/can't remember

Q19b (ALL)

Did the vacancy you placed with Jobcentre Plus cover more than one post of the same type? By this we mean that the advertised vacancy aimed to recruit more than one person.

IF NECESSARY: For example, if your advertised vacancy was for ten fork lift truck drivers using the same advertisement this would count as a vacancy covering more than one post

1 Yes

2 No

-88 Don't know/can't remember

Q20 (ALL)

Was the vacancy offered on any of the following flexible working terms?

READ OUT. S/C ONLY FOR EACH. INTERVIEWER NOTES ARE IN SQUARE BRACKETS AND SHOULD ONLY BE READ OUT IF CLARIFICATION IS REQUIRED.

A Part-time working

B Term-time working

C Job-share [WHERE THE EMPLOYEE SHARES A JOB DESIGNED FOR ONE PERSON WITH SOMEONE ELSE]

D Flexitime [THE EMPLOYEE CHOOSES WHEN TO WORK, USUALLY WITH A CORE PERIOD IN WHICH EMPLOYEES HAVE TO WORK]

E Compressed hours [THE EMPLOYEE WORKS THEIR AGREED HOURS OVER FEWER DAYS]

F Annualised hours [THE EMPLOYEE'S HOURS ARE WORKED OUT OVER A YEAR – OFTEN SET SHIFTS WHERE THE EMPLOYEE DECIDES WHEN TO WORK OTHER HOURS]

G Working from home on a regular basis

H Mobile working

I Zero-hours contract [THE CONTRACT DOES NOT GUARANTEE ANY PARTICULAR LEVEL OF WORK TO THE EMPLOYEE – THIS IS SOMETIMES THE CASE FOR AGENCY WORK, FOR EXAMPLE]

For each:

1 Yes

2 No

-88 Don't know/can't remember

Q21 (IF NONE OF FLEXIBLE WORKING TERMS LISTED @ Q20 ARE OFFERED)

Why did you not offer flexible working terms?

READ OUT MULTICODE

1 We do not offer flexible working to any of our employees

2 We offer flexible working to employees, but it was not appropriate for this vacancy

3 We offer flexible working to employees, but we do not advertise at the recruitment stage

4 Other (specify)

-88 Don't know/can't remember

Q22 (IF Q20A = 1, Vacancy offered part-time)

You said that the vacancy was offered on a part-time basis. What were the reasons for that?

MULTICODE – DO NOT READ OUT

A Financial reasons

B To meet customer needs/for customer service reasons

C To maximise the use of company premises

D To help us recruit the number of staff we need

E To attract the best quality candidates

F Other (PLEASE SPECIFY)

G No particular reason

H Don't know/can't remember

Q22b (IF Q20A = 1, Vacancy offered part-time)

And for how many hours per week was this part-time vacancy offered? WRITE IN AND S/C TO RESPONSE CATEGORIES

1 Less than 16 hours per week

2 16 to 30 hours per week

3 More than 30 hours per week

-88 Don't know/can't remember

Q23 (ALL)

Was the vacancy you placed for a permanent role? S/C ONLY

1 Yes

2 No

-88 Don't know/can't remember

Q24 (IF NOT PERMANENT @Q23)

In what way was the vacancy not permanent – was it for...? READ OUT. MULTICODE OK.

1 Seasonal work

2 Other casual work

3 A fixed term contract

4 Zero-hours contract

5 Or some other way in which not permanent? [SPECIFY]

-88 Don't know/can't remember

Q25 (ALL)

Can I confirm, was this vacancy filled? S/C ONLY

1 Yes

2 No

3 [ONLY APPLICABLE IF VACANCY WAS BULK: i.e. IF Q19extra = 1] Some posts were filled but not all of them

-88 Don't know/can't remember

Q26 (IF Q25 = 1 or 3)

Was the vacancy filled in a timescale that met your needs? INTERVIEWER NOTE: The vacancy does not have to have been filled by Jobcentre Plus S/C ONLY

1 Yes

2 No

-88 Don't know/can't remember

Q27 (IF Q25 = 2)

Is the recruitment process still ongoing? S/C ONLY

1 Yes

2 No

-88 Don't know/can't remember

Q28 (IF Q27 = 2)

Was the vacancy not filled because it has been withdrawn? S/C ONLY

1 Yes

2 No

-88 Don't know/can't remember

Q29 (ALL)

How did you contact Jobcentre Plus to advertise your vacancy?

READ OUT. MULTICODE OK

A By telephone

B By e-mail

C In person

D Online via website (Employer Direct online)

E Jobcentre Plus approached me

F Other (SPECIFY)

G Don't know/can't remember

Q30 (IF DID NOT USE Employer Direct Online (IF Q29D <> 1)

Jobcentre Plus has an online service for placing vacancy advertisements, Employer Direct Online. You mentioned that you did not use Employer Direct Online. What were your reasons for not using this service?

DO NOT READ OUT, BUT MAY PROMPT. MULTICODE OK.

A No or too-slow internet connection

B Not aware of the service

C Prefer a personal service

D Previously used the service/tried to use the service but found it too difficult

E Not appropriate for my needs

F Other (SPECIFY)

G Don't know/can't remember

Q31 (IF employ 1-49 employees (Q5))

Did you receive any assistance from the Small Business Recruitment Service when you placed the vacancy/vacancies in the [SOC_TITLE] job sector or at any other time in the last six months? S/C ONLY

1 Yes

2 No

-88 Don't know/can't remember

Q32 (IF employ 1-49 employees (@Q5) and received help from SBRS (Q31 = 1))

What assistance did you receive?

READ OUT. MULTICODE OK

A Free vacancy advertising

B Help with the wording of the job advertisement

C Reviewing existing recruitment practices

D Screen applications to come up with a shortlist of suitable candidates

E Offering other Jobcentre Plus services such as Work Trials etc.

F Ongoing aftercare service

G Other (please specify)

H Don't know/can't remember

Q33 (IF employ 1-49 employees (@Q5) and did not receive help from SBRS (Q31 = 2))

Why didn't you receive any help from the Small Business Recruitment Service?

S/C ONLY. DO NOT READ OUT.

- 1 Didn't know about it
- 2 Didn't need any help
- 3 Help/service wasn't suitable
- 4 Other (please specify)

Q34 (ALL)

And on this most recent occasion, what other methods of recruitment, if any, did you use to advertise this vacancy?

MULTICODE OK. DO NOT READ OUT

- A Careers service/Connexions/university careers service/Next Step
- B Government programmes and schemes (such as Get Britain Working measures)
- C National newspapers (hardcopy)
- D Local newspapers (hardcopy)
- E Online newspapers (national or local)
- F Trade press/professional publications
- G High street recruitment agencies
- H Professional/industry specific recruitment agencies (including head-hunters)
- I Online/web-based recruitment agencies
- J Internal promotion/transfer
- K Word of mouth/personal recommendation
- L Social media websites (such as LinkedIn, YouTube, Facebook, Twitter)
- M Other general websites eg Gumtree

Q35 (IF USED SOCIAL NETWORKING (Q34L = 1))

Which social media websites did you use?

MULTICODE OK. PROMPT FROM LIST IF NECESSARY.

- A Linked In
- B Facebook
- C YouTube
- D Google Plus
- E Twitter

F Other (SPECIFY)

G Don't know/can't remember

Q36 (IF used any other recruitment services @Q34)

Why did you choose to use other recruitment services provided by [other recruitment services mentioned @Q34]

SURVEY SCRIPT TO SELECT AT RANDOM A SERVICE MENTIONED @ Q34

MULTICODE OK. DO NOT READ OUT.

A Free service

B Fast vacancy display

C Quick response from candidates

D They are local

E Local candidates

F Suitably qualified candidates

G Knowledgeable staff

H National circulation

I Access to large pool of candidates

J Recommended by colleagues

K Broader spectrum of candidates

L Company Policy

M Specialist/specific to role

N Nothing particular

O Other (SPECIFY)

P Don't know

Q Refused

R Don't know/can't remember

Q37 (IF VACANCY FILLED (Q25 = 1))

And which of these was the way in which you successfully filled the vacancy?

SCRIPT TO SELECT OPTIONS USED @ Q34. MULTICODE OK.

A Jobcentre Plus (Employer Direct/Employer Direct Online)

B Careers service/Connexions/university careers service/Next Step

C Government programmes and schemes (such as Get Britain Working measures)

- D National newspapers (hardcopy)
- E Local newspapers (hardcopy)
- F Online newspapers (national or local)
- G Trade press/professional publications
- H High street recruitment agencies
- I Professional/industry specific recruitment agencies (including head-hunters)
- J Online/web-based recruitment agencies
- K Internal promotion/transfer
- L Word of mouth/personal recommendation
- M Social networking websites (such as LinkedIn)
- N Other general websites eg Gumtree

Q38 (ALL)

How satisfied or dissatisfied were you with the speed of displaying your vacancy? Please use a scale from one to ten, where one means extremely dissatisfied and ten means extremely satisfied. S/C ONLY

SCORE 1-10

-88 Don't know/can't remember

Q39 (ALL)

At the time of placing the advert for this vacancy, were you given a named contact for further advice or queries? S/C ONLY

1 Yes

2 No

-88 Don't know/can't remember

Q40 (IF Q39 = 1)

Did you have contact with this person? S/C ONLY

1 Yes

2 No

-88 Don't know/can't remember

Q41 (IF Q40 = 1)

What was this contact about?

MULTICODE

A Working with the company to fill vacancies

B Help to interview local candidates/job applicants

- C Arranging work experience
- D Arranging training for new employees from Jobcentre Plus
- E Sifting job applications
- F General recruitment advice
- G Other (please specify)
- H Don't know/can't remember

Q42 (If Q39 = 2 OR Q40 = 2; No contact with a member of Jobcentre Plus staff)

I'd like to ask you a few questions about the service you obtained from Jobcentre Plus when you placed your vacancy in the [SOC_TITLE] job sector. On a scale of one to ten where one is extremely dissatisfied and ten is 'extremely satisfied', how satisfied or dissatisfied were you in terms of...

S/C ONLY FOR EACH

- A The ease and efficiency of the system for registering the vacancy
- B The suitability of candidates
- C Number of candidates who applied
- D Availability of Jobcentre Plus staff
- E The extent to which Jobcentre Plus kept in contact whilst handling the vacancy
- F The ease of finding out what services Jobcentre Plus offers
- G The extent to which the service delivered what you expected

SCORE 1-10

-88 Don't know/can't remember

Q43 (IF Q40 = 1; Had contact with a member of Jobcentre Plus staff)

I'd like to ask you a few questions about the service you obtained from Jobcentre Plus when you placed your vacancy in the [SOC_TITLE] job sector. On a scale of one to ten where one is extremely dissatisfied and ten is 'extremely satisfied', how satisfied or dissatisfied were you in terms of...

S/C ONLY FOR EACH

- A The ease and efficiency of the system for registering the vacancy
- B The suitability of candidates
- C The number of candidates who applied
- D The availability of Jobcentre Plus staff
- E Staff knowledge of local labour market
- F Staff understanding of your business and skills requirements
- G Receiving accurate service at the first time of asking
- H Staff dealing with you in a professional and helpful manner

I Staff taking responsibility for dealing with your request

J Staff listening to what you had to say

K The extent to which Jobcentre Plus kept in contact whilst handling the vacancy

L Staff making it clear what was required from you

M The ease of finding out what services Jobcentre Plus offers

N The extent to which the service delivered what you expected

SCORE 1-10

-88 Don't know/can't remember

Q44 (IF Q43C<=6; If dissatisfied with number of candidates who applied)

Were you dissatisfied about the number of candidates because too many or too few candidates applied?

S/C ONLY

1 Too many candidates applied

2 Too few candidates applied

-88 Don't know/can't remember

Q45 (ALL)

And in terms of the applicants that applied to you from Jobcentre Plus for this vacancy, how satisfied or dissatisfied were you with... Please use a scale of one to ten where one is extremely dissatisfied and ten is extremely satisfied. If you don't feel you can distinguish applicants from Jobcentre Plus from the other candidates for any of these then please say 'Don't know' and we'll move on.

S/C ONLY FOR EACH

A The work-readiness of the candidates

B The extent to which they had the right skills for the job

C The extent to which they turned up for interview when they were supposed to

SCORE 1-10

-88 Don't know/can't remember

Q46 (IF Q45A<=6; Dissatisfied with work-readiness of the candidates)

In what ways were candidates not ready for work?

MULTICODE. DO NOT READ OUT.

A Poor/negative attitude

B Unqualified

C Lack of experience

D Inappropriate appearance

E Other (SPECIFY)

F Don't know/can't remember

Q47 (IF occupational group for vacancy known [use answer from Q19])

READ OUT IF NOT DON'T KNOW/CAN'T REMEMBER AT Q19: You placed THIS vacancy for [INSERT OCCUPATIONAL GROUP FROM Q19].

Would you consider using Jobcentre Plus to recruit for any of these other roles, if you had vacancies?
[SCRIPT TO EXCLUDE THE OCCUPATION THAT THEY HAVE ALREADY ADVERTISED FROM Q19, IF DON'T KNOW/CAN'T REMEMBER AT Q19 READ OUT WHOLE LIST]

S/C ONLY FOR EACH

A Elementary occupations

B Process, plant or machine operatives posts

C Sales or customer service occupations

D Personal service occupations

E Skilled trades occupations

F Administrative or secretarial occupations

G Associate professional or technical occupations

H Professional occupations

I Managerial or senior official posts

For each:

1 Yes

2 No

-88 Don't know

Q48 (IF Q47A to Q47I INDICATE NO, wouldn't use Jobcentre Plus for any of the groups above, ask for each)

TO BE ASKED IMMEDIATELY FOLLOWING THE OCCUPATIONAL GROUP @Q47.

Why not?

MULTICODE. DO NOT READ OUT.

A Vacancy display is too slow

B Slow response from candidates

C Lack of local presence

D Not enough local candidates will apply

E Candidates will not be suitably qualified

- F Jobcentre Plus staff lack knowledge/understanding
- G Jobcentre Plus applicants do not have the relevant qualifications/experience
- H Not enough candidates will apply from outside the local area
- I Not applicable/needed – company does not recruit to such roles
- J Not applicable/needed – candidates not suitably qualified
- K Not applicable/needed – other reason (WRITE IN)
- L Done internally
- M Specialised/done within industry
- N No specific reason
- O Other (SPECIFY)
- P Don't know
- Q Refused

Overall satisfaction

Q49 (ALL)

I'd now like to ask you some questions about your overall experience of Jobcentre Plus. Please think about all the Jobcentre Plus services you have used over the last six months when you respond.

Overall, how satisfied or dissatisfied are you with the service provided by Jobcentre Plus? Please give a rating out of ten, where one is extremely dissatisfied and ten is extremely satisfied.

S/C ONLY

SCORE 1-10

-88 Don't know/can't remember

Q50 (ALL)

Overall, would you say that the quality of service you have received has got better, worse or stayed the same over the last six months? S/C ONLY

1 Better

2 The same

3 Worse

4 [DO NOT READ OUT: n/a, only contacted Jobcentre Plus once]

-88 Don't know

Q51 (ALL)

Thinking about service improvement, what would you say is the main way in which Jobcentre Plus could improve their services for employers?

DO NOT READ OUT, S/C ONLY

Contact systems

A Improve the ease/efficiency of the system for registering vacancies

B Make it easier to find out about Jobcentre Plus services online

C Make it easier to speak to Jobcentre Plus staff over the phone

D Make it easier to speak to Jobcentre Plus staff face-to-face

E Better/more user-friendly website/online services

Candidate quality

F Improve candidate quality

G More information on candidates

H More tailored/relevant candidates

Services and staff

I Jobcentre Plus should improve training for candidates

J Improve information sharing with partners/other government departments

K Provide more accurate advice

L Improve accuracy of vacancy display

M Jobcentre Plus staff knowledge/understanding of local labour market could be improved

N Jobcentre Plus staff manner could be improved (eg politeness)

O Jobcentre Plus staff could improve their communication skills (competence in conveying information, responsiveness)

P Timeliness of services needs to be improved

Q Follow up contact

Q52 (ALL)

In the last six months, have you made a complaint about Jobcentre Plus services? S/C ONLY

DO NOT READ OUT

1 Yes, I have made a complaint

2 No but I intend to make a complaint

3 I haven't decided whether to or not

4 No

-88 Don't know [INTERVIEWER: PLEASE USE CODE 3 IF UNDECIDED]

Q53 (IF MADE COMPLAINT (Q52 = 1))

What did you complain about?

DO NOT READ OUT, MULTICODE OK

Contact systems

A Technical problems with the system for registering vacancies

B Unacceptably slow service (eg slow response to emails)

C Unable to contact staff when needed

Candidate quality

D Poor quality of candidate(s)

Services and staff

E Poor quality of training services provided by Jobcentre Plus

F Poor quality of information provided by Jobcentre Plus (wrong/misleading info)

G Vacancy displayed inaccurate information due to an error by Jobcentre Plus

H Jobcentre Plus staff manner (eg rude/offensive staff)

I Poor information sharing with partners/other government departments

Other

J Other [SPECIFY]

K Don't know/can't remember

Q54 (IF YES, MADE COMPLAINT ALREADY (Q52 = 1))

How satisfied or dissatisfied were you with the outcome or result of your complaint? Please use a scale from one to ten, where one means extremely dissatisfied and ten means extremely satisfied.

S/C ONLY

SCORE 1-10 OR -77 No outcome yet

Q55 (IF DISSATISFIED (IF score one to six on satisfaction rating @ Q54))

Why were you dissatisfied with the outcome of your complaint?

PROBE AND WRITE IN

Channels of communication

Q56 (ALL)

I've now got a few questions about how you would like to contact Jobcentre Plus.

I am going to read out a number of different situations. For each, can you tell me how you would prefer to contact Jobcentre Plus?

A When placing a vacancy advertisement

B When seeking advice on redundancies

C When considering training for new employees from Jobcentre Plus

D When considering taking on work experience

READ OUT S/C ONLY

A Email

B Online/website

C By telephone

D Face-to-face

E Other

F Don't know

Q57 (IF NO PREVIOUS MENTION OF INTERNET USE; ASK IF ALL OF Q13E, Q29D, Q34E, Q34I, Q34L, Q34M, Q34O SHOW NO RECORD OF INTERNET USE AND DOES NOT ANSWER B (ONLINE/WEBSITE) AT ANY STATEMENT AT Q56)

We are interested in how your business uses technology such as computers and the Internet.

Does your business use the Internet? S/C ONLY

1 Yes

2 No

-88 Don't know

Q58 (IF Q57 = 1 (yes, use the internet))

Do you use it for...

READ OUT. S/C ONLY FOR EACH

A Email?

B Selling over the internet/promoting goods and services through a website

C Purchasing

D Paying taxes online

E Seeking general business advice

F Selling goods and services through a website

G Advice on regulation

H Recruitment/placing job advertisements

I Anything else (SPECIFY)

For each:

1 Yes

2 No

-88 Don't know

Q59 (IF ANY OF Q13E, Q29D, Q34E, Q34I, Q34L, Q34M, Q34O SHOW INTERNET USAGE OR ANSWERS B (ONLINE/WEBSITE) AT ANY STATEMENT AT Q56)

You mentioned earlier that you have used or would like to use the internet to contact Jobcentre Plus or to place a vacancy. Could I just check how your business uses the internet more generally?

S/C ONLY FOR EACH

Do you use it for...

A Email?

B Selling over the internet/promoting goods and services through a website

C Purchasing

D Paying taxes online

E Seeking general business advice

F Selling goods and services through a website

G Advice on regulation

H Recruitment/placing job advertisements

I Anything else (SPECIFY)

For each:

1 Yes

2 No

-88 Don't know

Q60 (IF Q58 H = 1 OR IF Q59H = 1 (RESPONDENT USES INTERNET FOR RECRUITMENT))

You mentioned that you use the internet for recruitment. What are the two main online vacancy services that you use?

WRITE IN WEB ADDRESS (omit www)

-88 Don't know

Q61 (IF Q58H OR Q59H INDICATES RESPONDENT HAS INTERNET ACCESS AND DOES NOT USE IT FOR RECRUITMENT)

You said that you do have internet access but do not use it for recruitment purposes. Why do you not use online recruitment methods?

DO NOT READ OUT. MULTICODE OK.

A Fear getting too many candidates

B Fear losing personal touch

C Fear losing diversity of applicants

D Dislike using computers/technology

E Don't know of any good online recruitment sites

F Prefer phone

G Prefer face-to-face

H Time/quicker to use other methods

I Other (SPECIFY)

Q62 (IF Q58H OR Q59H INDICATES RESPONDENT HAS INTERNET ACCESS AND USES IT FOR RECRUITMENT)

What features would you expect from an online recruitment service?

MULTICODE. DO NOT READ OUT.

A Round-the-clock access to vacancies

B Ability to upload vacancies

C Wide geographic reach

D Easier application system for candidates

E Matching applicants to job specification automatically

F Easier to sift online applications

G More detailed information about employees/candidates

H Other (SPECIFY)

Q63 (IF Q58H OR Q59H INDICATES RESPONDENT HAS INTERNET ACCESS AND USES IT FOR RECRUITMENT)

Do you have any concerns about using an online recruitment service? S/C ONLY

1 Yes

2 No

-88 Don't know

Q64 (IF Q63 = 1 (have concerns about using online recruitment service))

What concerns do you have ?

DO NOT READ OUT. MULTICODE OK.

A Fear getting too many candidates

B Fear losing personal touch

C Fear losing diversity of applicants

D Dislike using computers/technology

E Don't know of any good online recruitment sites F Other (please specify)

For each:

1 Yes

2 No

-88 Don't know

Q65 (ALL)

We can learn more about customers of Jobcentre Plus by linking your answers from these questions to administrative records held by the Department for Work and Pensions. This information and everything you have told us today will be treated in strict confidence and used for research and statistical purposes only.

Would you and your company be willing for us to link the research data gained with administrative data already held for use in the research only?

IF NECESSARY: This will be for analysis purposes only and will NOT affect your dealings, either now or in the future, with any Government department.

S/C ONLY

1 Yes

2 No 3 Not sure, need further information

Q65b (IF Q65=3)

The Department for Work and Pensions holds information about benefits, tax credits and employment. We would like to add this information to your answers from the questions we have just asked you, to create a more accurate picture of employers contact with Jobcentre Plus, as well as to help researchers and policymakers to be better informed in their work to improve the services Jobcentre Plus provides.

In order to do this we need your permission to link the information we already hold about you to the answers you have given in the survey today.

The information will only be used for research and statistics. The information will be kept confidential. Names and addresses are never included in the results and no individual can be identified from the research. Your personal details will not be passed to anyone else outside the research team and the Department for Work and Pensions.

Would you be willing for us to link administrative data held by the Department for Work and Pensions to the answers you have given?

1 Yes

2 No

Q65c (ALL)

Would you be willing to be recontacted for further studies of this type? This may mean you would be contacted again within the next 12 months.

Please be reassured that the purpose of this re-contact is for research only and that your answers remain confidential. If you agree to us contacting you again we will check records held by DWP before we do so to make sure the information we have about you is correct.

1 Yes

2 No

Q66 (ALL)

Thanks and close.

QUESTIONNAIRE



<Contact Name1> <Contact Name2> <Contact Name3>
<Contact Name4>

<E_NAME>

<ADD_1>

<ADD_2>

<ADD_3>

<ADD_4>

<POSTCODE>

Ref No.: RFXXX

Date

Dear if 'Sir/Madam' in column: <Salutation>, if blank: <Contact Name1> <Contact Name2> <Contact Name3> <Contact Name4>,

Employer satisfaction survey

Jobcentre Plus wants to work with businesses to support employers' recruitment plans and to help jobseekers find work.

We are writing to ask for your help with a research study to find out how well Jobcentre Plus is meeting the needs of businesses like yours. Your participation will ensure that the views expressed are representative of all employers in your industry.

Your company has been selected at random from a list of organisations that have used Jobcentre Plus services in the past and we are contacting you for research purposes only.

The research is being conducted by **Ipsos MORI**, an independent research organisation. You will be contacted by an interviewer to take part in a **telephone survey** which will take **20 minutes** to complete, depending on your experience and can take place at a time that is convenient for you.

Any information you provide will be held in the strictest of confidence and will be handled securely throughout the study. The research findings will not identify you or your organisation and no personal information will be shared with any third parties.

If you have any questions about the research or if you, or your company, do not wish to take part, please contact Ipsos MORI on 08082385421 or by email: jcpemployer@ipsos.com. Please quote the reference number at the top of this letter. Or you can just let the researcher know when they telephone you.

Your contribution will provide us with valuable information that will help to inform policy and improve the services we provide. We hope that you decide to take part.

Yours sincerely



Kris Simpson, Project Manager
Department of Work and Pensions



Graham Keilloh, Ipsos MORI
Social Research Institute

Appendix B

Methodology

A total of 3,008 telephone interviews were conducted with employers who had placed a vacancy with Jobcentre Plus between 1 September and 30 November 2011. The survey interviews were conducted between 13 March and 2 May 2012. The survey findings have been weighted to be representative of the overall population of those placing vacancies with Jobcentre Plus in the period specified.

Sample design

The target population comprised employers on the Jobcentre Plus Labour Market System (LMS) who had placed a vacancy with Jobcentre Plus between 1 September and 30 November 2011. DWP provided Ipsos MORI with a sample of 80,000 eligible employers for the survey.

The total target number of interviews was 3,000, to be achieved through a random probability methodology.

The sample was stratified by Jobcentre Plus Groups (seven areas in total) to achieve an equal number of interviews in each area. Within area, the sample was stratified disproportionately by employee size (the sample size for employers with 250+ employees was boosted to enable separate analysis for larger employers; the sample for smaller employers was correspondingly reduced). Table B.1 gives a breakdown of the sample used (excluding opt-outs) compared with the overall population.

An advance letter was sent to sampled businesses prior to fieldwork (see Appendix A). The letter gave information about the research and details on how to opt out of the survey. A total of 329 businesses contacted Ipsos MORI to opt out.

Questionnaire development and piloting

The questionnaire was designed by the Institute for Employment Studies (IES), with support from Ipsos MORI, in collaboration with DWP. A pilot survey of 50 interviews was carried out between 28 February and 2 March 2012 in order to review the questionnaire for comprehension, flow and length. Cognitive testing questions were added to the end of the pilot questionnaire to test specific elements of comprehension for questions 10, 19, 45 and 50.

Feedback from the initial interviews was very positive; participants generally found the survey straightforward and were happy to take part.

The average interview length was above that planned for the main stage (24 minutes instead of 20 minutes); however, this was largely due to the addition of the cognitive testing questions: these would not be included in the main-stage survey, so no cut was made to the questionnaire.

Table B.1 Breakdown of leads provided

	<i>Population N</i>	<i>Sample used</i>
All respondents	80,794	7,170
Employer size		
1 to 9 staff	41,789	3,017
10 to 49 staff	28,586	2,050
50 to 249 staff	7,831	1,225
250 to 499 staff	1,273	452
500+ staff	1,298	426
None selected	17	–
SIC¹ sector		
A and B	1,027	65
C and E	416	23
D	6,452	892
F	4,309	624
G and H	22,148	1,839
I	3,217	289
J and K	22,965	1,850
L, M and N	13,161	1,054
O and P	7,099	534
Jobcentre Plus Group		
Central England	4,227	1,062
London and the Home Counties	3,581	1,047
North East England	2,930	1,043
North West England	1,401	1,083
Scotland	1,923	930
Southern England	54,946	1,088
Wales	7,615	917
Jobcentre Plus Group unknown	4,171	–

¹ Standard Industrial Classification (SIC), the SIC 2003 classification system was used – the letters refer to the top-level grouping used – this is known as the ‘section’.

Source: IES/Ipsos MORI survey.

Main survey

The telephone survey was conducted by Ipsos MORI Telephone Surveys, which is a member of the Interviewer Quality Control Scheme and has Market Research Quality Standards Association quality accreditation. In accordance with this, the field supervisor listened in to at least ten per cent of the interviews and checked the data entry on screen. All interviews were conducted using the Computer Assisted Telephone Interviewing system.

Ipsos MORI interviewed 3,008 employers who had placed a vacancy with Jobcentre Plus between 23 March and 2 May 2012. The average interview length was 20 minutes. The job titles of the survey respondents are set out in Table B.2.

Table B.2 Position or job title of survey respondent

	%
General/duty manager	38.4
Assistant manager	2.1
Human resources/personnel manager	13.8
Supervisor	0.8
Owner/proprietor	10.3
Director/managing director	16.9
Finance manager/officer	1.8
Accountant/account manager/treasurer	1.7
Administrator/senior administrator/assistant/Personal Assistant	10.3
Company secretary	1.0
Other	2.8
Don't know	0.2
Total	100.0

Base: All, 3008.

Source: Q3 – Could you tell me what your position or job title is?

Sample management

The sample was loaded in stages to help maximise response rates. To inform this process, responses for key subgroups (employee size, industry sector and Jobcentre Plus Group) were carefully monitored throughout fieldwork.

During fieldwork, each piece of sample was contacted up to 12 times, at different times and on different days. In addition, interviewers could also set a time for call back, for example, if they were told that the respondent would be available at a specified time. If, after 12 attempts, a positive outcome had not been reached, the sample was placed into a 'maximum queue' where it waited to be assessed by the project supervisor in consultation with the project team. Thus, in practice, a number of leads were tried in excess of 12 times.

Response rates

A detailed breakdown of the sample outcome is presented in Table B.3. Overall, 42 per cent of the sample issued resulted in an interview (the 'unadjusted' response rate). This rises to 58 per cent of the in-scope sample (the 'adjusted' response rate). 'In-scope sample' refers to the sample that was eligible (i.e. not screened out) and contactable.

A small number of leads (86) were 'ineligible' for this particular study or were 'screened out' because the respondent did not recall having placed a vacancy with Jobcentre Plus or because the respondent was a Jobcentre Plus employee (all those who answered 'No' at Q2).

Table B.3 Breakdown of sample outcome

Final sample status	Total sample used N	Total sample used %	Valid sample %
Achieved interviews	3,008	42	58
Soft appointments	391	5	8
Refused	1,472	21	29
Not available during fieldwork	249	3	5
Lead tried maximum number of times	76	1	1
Engaged	21	*	*
Total valid sample	5,149	72	100
Bad number	1,425	20	
Respondent is ineligible/screened out	86	1	
Duplicate leads	25	*	
Other dead leads*	417	6	
Invalid sample	1,953	27	
Total sample used	7,170	100	

Note: *eg wrong language, residential number, company moved, company no longer in business.

Weighting

The data have been weighted to be representative of all employers on the LMS who placed a vacancy between 1 September and 30 November 2011. Rim weights were applied for Jobcentre Plus Group, employee size and industry sector.

Table B.4 shows the weighted and unweighted sample profile as well as the effective sample size for key subgroups. The weights applied have reduced the overall effective sample size from 3,008 to 2,188. This has had minimal impact on statistical reliability – the overall margin of error has increased from +/-1.8 percentage points to +/-2.1 percentage points (at the 95 per cent confidence interval).

Table B.4 Comparison of weighted and unweighted sample profile

	<i>Unweighted N</i>	<i>Weighted N</i>	<i>Effective base N</i>
All respondents	3,008	3,008	2,188
Employer size			
1 to 9 staff	1,250	1,547	1,036
10 to 49 staff	972	1,075	755
50 to 249 staff	390	289	324
250 to 499 staff	208	50	115
500+ staff	188	46	160
SIC sector			
A and B	28	39	23
C and E	7	14	6
D	385	241	249
F	236	160	171
G and H	693	831	553
I	100	120	73
J and K	779	846	589
L, M and N	545	497	392
O and P	235	259	188
Jobcentre Plus Group			
Central England	447	662	373
London and the Home Counties	417	512	349
North East England	427	331	355
North West England	418	512	352
Scotland	456	241	382
Southern England	433	572	360
Wales	410	180	327

Note: *Based on 95 per cent confidence intervals for 50 per cent of findings and finite universe size.

Appendix C

Multivariate modelling

Procedure to derive multidimensional satisfaction score variables

Data preparation

To take account of the complexity of the questionnaire and the routes the respondents took to various questions dependent on, for example, whether they had a direct (named) contact with Jobcentre Plus or not (see Q42 and Q43), a series of consistent variables were created for satisfaction scores.

Multidimensional satisfaction scores

Multidimensional satisfaction scores were created for four important aspects of the service (resolving queries, accessibility, candidate quality and treatment, as in Figure 5.1), which bundled up various individual variables from the survey. These scores were obtained in a two-stage procedure:

- First, Cronbach's alpha tests were applied to see whether variables had a certain correlation with each other and whether they were measuring similar aspects of satisfaction. In this approach, the average inter-item correlation can be understood as a measure of the internal consistency of the score measuring the same latent concept. Testing the scales, alpha values consistently above 0.75 were found, which is regarded as acceptable or good (alpha can have a maximum value of one). It was therefore concluded that each item was measuring a separate element of satisfaction.
- Second, a new variable was derived showing the score from all different dimensions of the particular bundle of variables. The summative score is divided by the number of items over which the sum is calculated, which implies that all dimensions have equal weight.

Multivariate analysis

Available options

There are various approaches to the analysis of dependent variables such as satisfaction scores, which estimate the impact of independent variables on such outcomes (see also Menard, 2002):

- First, the ordinal outcomes could be treated as if they were continuous, and linear **ordinary least squares** (OLS) regressions could be used. In the literature, OLS is often applied for the analysis of scores when there are five or more categories.
- Second, there are **multinomial models** for qualitative dependent variables (multinomial logit or multinomial probit models), which ignore the ordinality of the dependent variable. This is a very flexible approach to deal with any multidimensional qualitative dependent variable, but is sub-optimal as the ordinal scale is actually offering additional information, which usually results in more efficient estimates if taken into account.

- The third approach retains the ordinal structure and estimates a qualitative model related to threshold points as an **ordered logit model**. Such models assume that the particular score found on a scale between one and ten depends on whether or not a certain threshold has been passed in relation to a latent (unobserved) continuous satisfaction variable of some, unmeasured range. In this view, the particular score given by a respondent or the score obtained from the analysis of Cronbach's alpha represents a collapsed scale of the latent variable.

Choice of the particular model

To identify the best approach, each of the options was tested and the findings compared.

- Linear models (OLS) achieved a high coefficient of determination, i.e. they explained a substantial part of the observed variance. These models generated findings, which are very similar to those obtained in non-linear models. However, some of the coefficients of the model were insignificant in the linear models, but significant in logit models, which suggested that the underlying scale is more appropriately modelled using a non-linear approach.
- Having ruled out linear models, we further explored whether the assumptions of the ordered logit can be justified, in particular that the ordered nature of the score is a suitable modelling or whether a heterogeneous choice model (e.g. a multinomial logit) provides a better fit than the ordered logit model. In order to achieve this, we estimated various specifications of multinomial and ordered logit models and compared the fit and quality of the various models. We decided on the basis of Akaike and Bayesian Information Criteria (AIC and BIC) that the ordered logit model would be the most appropriate because this resulted consistently in lower AIC/BIC values.

Variables included

Having adopted an ordered logit model, we were able to see the exact effects of certain variables on others and to evaluate their magnitude in relation to specific variables. The factors included in the models were:

- hard outcomes (in terms of whether their vacancy had been filled or not);
- employers' methods of interaction with Jobcentre Plus staff and services (whether they had a direct named contact with Jobcentre Plus staff or not, and whether they used Employer Direct online (EDon) or not);
- satisfaction with the key areas of service provision (resolution of queries, timeliness (speed of vacancy display), accessibility and business relationships, treatment and communication, and quality of candidates);
- suggestions for improvement (grouped into key themes around improving candidate quality, aspects to do with services, aspects to do with contact systems, aspects to do with staff knowledge and behaviour, and no improvements deemed necessary), which can act as indicators of the areas that employers think may need more attention;
- employer characteristics such as size, location and sector.

A range of models were developed, adding in the clusters of factors one group at a time, to explore:

- the impact of the potential explanatory variables in the overall power of the model, and
- the contribution of each variable to explaining changes in overall satisfaction scores (in terms of both statistical significance – whether an association exists and the strength of this, and the direction and relative size of that relationship).

In total nine models were developed (see Table C.1). For each model the table shows the:

- number of cases for which information on any of the input variables is available (the number of observations);
- explanatory power of the model R^2 (the amount of variance in overall satisfaction that can be explained by the model, from zero – no explanatory power – to one, 100 per cent of the variance can be fully explained by the variables of the model);
- number of coefficients or variables in the model (generally the fewer the better); and
- BIC, which measures the degree of fit of the model (the lower score the better).

For example, an initial simple model (Model 2) tested only hard outcomes and the method of interaction with Jobcentre Plus. The power of this model was relatively weak, with an R^2 value of 0.007 indicating that less than one per cent of the variance in overall satisfaction levels can be explained by these factors. This indicates that success in filling the vacancy and having direct personal contact are not key drivers, and that instead there are other factors that can better explain differences in satisfaction levels. Furthermore, although whether an employer used EDOn or not was significant in this model, in later models when size and sector variables are added, this factor is not significant, indicating that these other variables are more influential.

The model with the best fit is Model 7, which includes satisfaction with key areas of service provision (i.e. has an R^2 value of 0.309 and the lowest BIC, of 5370.7).

By adding more factors, we can increase the R^2 value to 0.312, only a marginal amount over Model 7, but with a higher (and therefore slightly worse) BIC.

Table C.1 Multivariate analysis results (beta coefficients and standard errors)

	Model 1 b/se	Model 2 b/se	Model 3 b/se	Model 4 b/se	Model 5 b/se	Model 6 b/se	Model 7 b/se	Model 8 b/se	Model 9 b/se
Score 1/2	-4.179***	-3.823***	4.088***	4.166***	3.769***	4.361***	4.329***	4.074***	3.954***
Score 2/3	-0.17	-0.21	-0.4	-0.42	-0.42	-0.45	-0.45	-0.43	-0.46
Score 3/4	-3.497***	-3.182***	5.346***	5.284***	4.893***	5.559***	5.526***	5.196***	5.155***
Score 4/5	-0.13	-0.17	-0.34	-0.37	-0.38	-0.4	-0.4	-0.4	-0.42
Score 5/6	-3.075***	-2.763***	6.238***	6.146***	5.764***	6.416***	6.383***	6.060***	6.020***
Score 6/7	-0.11	-0.15	-0.34	-0.37	-0.38	-0.4	-0.4	-0.4	-0.42
Score 7/8	-2.714***	-2.380***	7.130***	7.043***	6.682***	7.360***	7.326***	6.975***	6.984***
Score 8/9	-0.09	-0.14	-0.36	-0.39	-0.39	-0.43	-0.43	-0.42	-0.43
Score 9/10	-1.937***	-1.588***	8.937***	8.876***	8.567***	9.211***	9.174***	8.862***	8.879***
Vacancy filled	-0.06	-0.12	-0.39	-0.41	-0.42	-0.45	-0.45	-0.44	-0.46
Jobcentre Plus contact	-1.491***	-1.127***	9.941***	9.886***	9.586***	10.249***	10.211***	9.888***	9.925***
EDon	-0.06	-0.12	-0.41	-0.43	-0.44	-0.47	-0.47	-0.46	-0.48
Satisfaction resolving queries	-0.740***	-0.363**	11.643***	11.567***	11.275***	11.921***	11.882***	11.585***	11.602***
Satisfaction timeliness	-0.05	-0.11	-0.44	-0.46	-0.47	-0.5	-0.5	-0.49	-0.51
	0.458***	0.879***	14.048***	13.989***	13.718***	14.377***	14.334***	14.042***	14.077***
	-0.04	-0.11	-0.48	-0.51	-0.51	-0.54	-0.54	-0.53	-0.55
	1.129***	1.552***	15.253***	15.167***	14.904***	15.566***	15.521***	15.232***	15.271***
	-0.05	-0.12	-0.5	-0.52	-0.53	-0.56	-0.56	-0.54	-0.56
	0.591***	0.591***	0.003	0.003	0.003	0.037	0.035	-0.005	0.051
	-0.11	-0.11	-0.15	-0.15	-0.15	-0.15	-0.15	-0.15	-0.15
	0.025*	0.025*	0.249*	0.249*	0.244*	0.312 [§]	0.235 [§]	0.265*	0.232 [§]
	-0.01	-0.01	-0.12	-0.12	-0.12	-0.19	-0.12	-0.12	-0.13
	-0.384***	-0.384***	-0.096	-0.096	-0.057	-0.053	-0.121	-0.07	-0.093
	-0.08	-0.08	-0.1	-0.1	-0.11	-0.18	-0.11	-0.11	-0.11
	0.902***	0.902***	0.914***	0.914***	0.907***	0.910***	0.909***	0.896***	0.901***
	-0.08	-0.08	-0.08	-0.08	-0.08	-0.08	-0.08	-0.08	-0.08
	-0.150*	-0.150*	-0.149*	-0.149*	-0.132*	-0.147*	-0.146*	-0.125*	-0.130*

Continued

Table C.1 Continued

	Model 1 b/se	Model 2 b/se	Model 3 b/se	Model 4 b/se	Model 5 b/se	Model 6 b/se	Model 7 b/se	Model 8 b/se	Model 9 b/se
Satisfaction access	-0.06	0.501***	-0.06	0.484***	-0.06	0.468***	-0.06	-0.06	-0.06
						0.490***	0.491***	0.474***	0.477***
Satisfaction treatment	-0.04	-0.05	-0.05	-0.05	-0.05	-0.05	-0.05	-0.05	-0.05
	0.104***	0.082**	0.075**	0.081**	0.081**	0.081**	0.080**	0.075**	0.073**
Satisfaction quality	-0.02	-0.03	-0.03	-0.03	-0.03	-0.03	-0.03	-0.03	-0.03
	0.341***	0.353***	0.342***	0.363***	0.363***	0.362***	0.362***	0.344***	0.352***
Improvement service	-0.04	-0.04	-0.04	-0.04	-0.04	-0.04	-0.04	-0.04	-0.04
Improvement contact					-0.195			-0.179	-0.191
					-0.15			-0.15	-0.16
Improvement staff					-0.158			-0.151	-0.132
					-0.14			-0.14	-0.14
Improvement candidate					-0.532**			-0.553**	-0.538**
					-0.18			-0.18	-0.18
10-49					-0.389**			-0.414**	-0.390**
					-0.13			-0.13	-0.14
50-249						0.016			-0.068
						-0.16			-0.12
250-499						-0.227			-0.15
						-0.2			-0.14
500+						0.285			0.056
						-0.37			-0.26
10-49 X Jobcentre Plus contact						-0.348			-0.492
						-0.47			-0.31
50-249 X Jobcentre Plus contact						-0.17			
						-0.25			
						0.044			
						-0.29			

Continued

Table C.1 Continued

	Model 1 b/se	Model 2 b/se	Model 3 b/se	Model 4 b/se	Model 5 b/se	Model 6 b/se	Model 7 b/se	Model 8 b/se	Model 9 b/se
250-499 X Jobcentre Plus contact						-0.319			
500+ X Jobcentre Plus contact						-0.47			
10-49 X EDon						-0.936			
50-249 X EDon						-0.75			
250-499 X EDon						-0.201			
500+ X EDon						-0.25			
Construction (F)						0.117			
Hospitality and distribution (G and H, I)						-0.31			
Financial and business services (J and K)						-0.405			
Public services (L, M and N)						-0.47			
Other services (O and P)						-0.073			
London and the Home Counties						-0.61			
North East England						0.14	0.138	0.13	0.109
North West England						-0.23	-0.23	-0.22	-0.22
						0.087	0.094	0.09	0.071
						-0.17	-0.17	-0.17	-0.18
						0.136	0.138	0.192	0.149
						-0.19	-0.19	-0.18	-0.19
						0.353 [§]	0.368*	0.380*	0.366 [§]
						-0.19	-0.19	-0.18	-0.19
						0.124	0.135	0.17	0.119
						-0.26	-0.26	-0.26	-0.26
						0.262	0.267	0.304 [§]	0.305 [§]
						-0.17	-0.17	-0.16	-0.17
						0.005	0.004	-0.006	0.018
						-0.17	-0.17	-0.17	-0.17
						0.286	0.279	0.259	0.276
						-0.17	-0.17	-0.17	-0.17

Continued

Table C.1 Continued

	Model 1 b/se	Model 2 b/se	Model 3 b/se	Model 4 b/se	Model 5 b/se	Model 6 b/se	Model 7 b/se	Model 8 b/se	Model 9 b/se
Scotland						0.049	0.052	0.055	0.061
Southern England						-0.16	-0.16	-0.16	-0.16
Wales						0.183	0.183	0.183	0.208
						-0.16	-0.16	-0.15	-0.16
						0.05	0.047	0.059	0.067
Observations	2,996	2,871	2,171	2,080	2,080	2,006	2,006	2,080	2,006
R-sqr	0	0.007	0.309	0.307	0.31	0.309	0.309	0.312	0.312
dfres	0	3	5	8	12	31	23	23	27
BIC	11,186.3	10,600.7	5,695.3	5,470.6	5,472	5,428	5,370.7	5,540.4	5,373.9

Notes: [§]p<0.1, *p<0.05, **p<0.01, ***p<0.001.

The beta coefficients and level of statistical significance are indicated in the first row for each variable in the model, and standard errors are provided in the second row.

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As set out in its business plan, Jobcentre Plus is modernising the services it provides to employers. To help inform this process, Department for Work and Pensions (DWP) commissioned the Institute for Employment Studies (IES), in partnership with Ipsos MORI, to conduct a telephone survey with a representative sample of 3,000 employers who had placed a vacancy with Jobcentre Plus between 1 September and 30 November 2011. The survey aimed to examine employers' experience of the services provided, measure (and benchmark) their satisfaction, and explore their appetite for using online facilities.

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