



Department
for Work &
Pensions

Evaluation of the Work Choice Specialist Disability Employment Programme

Technical appendices

July 2013

Research Report No 846 Technical appendices

A report of research carried out by Inclusion on behalf of the Department for Work and Pensions

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Views expressed in this report are not necessarily those of the Department for Work and Pensions or any other Government Department.

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Abbreviations

AM	Account Manager
BSL	British Sign Language
CPA	Contract Package Area
DEA	Disability Employment Adviser
DLA	Disability Living Allowance
DWP	Department for Work and Pensions
ESA	Employment and Support Allowance
IB	Incapacity Benefit
IT	Information Technology
JSA	Jobseeker's Allowance
JCP	Jobcentre Plus
LA	Local authority
LEA	Local education authority
MH	Mental Health
MI	Management Information
NHS	National Health Service
PAT	Provider Assurance Team
PCT	Primary Care Trust
PM	Performance Manager
PR	Public Relations
PRaP	Provider Referrals and Payments system
SRO	Statutory Referral Organisation
TPPM	Third Party Provision Manager
TSI	Training in Systematic Instruction
WRAG	Work Related Activity Group

Technical appendix A

Research information sheets and consent forms

Due to the multiple waves and elements to the research, research briefing sheets were produced for providers at the start of each of the two waves of the research to provide an overview of the project. An example is provided in Section A.1.

For all interviews, research information sheets were produced which explained the overall aims of the evaluation, the aims of the interview, the duration of the interview, how the data would be treated and the outputs that would be produced (including confidentiality and anonymity) and the right to withdraw at any time from the research. An example is provided in Section A.2.

All interviewees were asked to provide consent at the start of every interview. In face-to-face interviews, consent forms were used. An example is provided in Section A.3. In telephone interviews, verbal consent was obtained.

An easy read version of the information sheet and consent form was also produced for use with Work Choice participants (customers) as appropriate. The text from the Steady State Wave version is provided as an example in Section A.4.

A.1 Example research briefing sheet

Evaluation of Work Choice Research Briefing for Provider Organisations

Funding Organisation:

Department for Work and Pensions (DWP)

Research Organisation:

Centre for Economic and Social Inclusion (*Inclusion*)

DWP is committed to evaluating the changes introduced with Work Choice. Overall the evaluation aims to:

- Explore success against the programme aim and critical success factors
- Examine the effect of DWP's commissioning model on specialist disability employment provision
- Develop recommendations to feed into ongoing development of Work Choice policy and delivery

The research is being carried out in three main waves:

- Transition to the new Programme (in late 2010)
- Early implementation of the new Programme (in 2011)
- Steady state operation of the Programme (in 2012 – the current and final wave)

The transition wave was carried out by DWP analytical staff, and the early implementation and steady state waves are being conducted by *Inclusion*, an independent not-for-profit research organisation.

Anonymised findings from each wave of the evaluation are being fed back to DWP to inform ongoing programme development. A report on the transition wave has already been published¹. Findings will also be published at the end of the current wave as part of DWP's research report series, and will be available from the DWP website.

The diagram overleaf summarises the different elements of the current, final, wave of the evaluation. More detailed information sheets will be provided to research participants as each element of the research is organised.

¹ **Work Choice Evaluation: Commissioning and Transition of Clients to the Programme** <http://research.dwp.gov.uk/asd/asd5/ih2011-2012/ihr6.pdf>

Evaluation of the Work Choice Specialist Disability Employment Programme

If you have any initial comments or questions at this stage please contact:

Sarah Foster (Research Project Manager – *Inclusion*)

Postal address, telephone number and email address were contained here

Priya Shah (Research Project Manager – DWP)

Postal address, telephone number and email address were contained here

Summary of the research elements involving providers in the final wave of the evaluation

<p>Evaluation of Work Choice against programme aim and critical success factors:</p> <p>July / August: Case studies in 8 CPAs, involving researcher visits to providers to interview their staff and customers. Telephone interviews will also be carried out with staff and employers.</p>	<p>Evaluation of the effect of DWPs commissioning model on specialist disability employment provision:</p> <p>September: A short survey (on-line or telephone) to be completed by one individual from each Work Choice provider organisation.</p> <p>October: A telephone interview with one individual from a sample of Work Choice providers.</p>	<p>Examination of specialist disability employment provision alongside mainstream provision:</p> <p>October / November: Telephone interviews with staff from a sample of providers who deliver both Work Choice and Work Programme.</p>
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Interviews with DWP, Jobcentre Plus and Statutory Referral Organisation staff will also be carried out across these three elements of the evaluation.

A.2 Example research information sheet

Evaluation of Work Choice Research Information Sheet

Funding Organisation:

Department for Work and Pensions (DWP)

Research Organisation:

Centre for Economic and Social Inclusion (*Inclusion*)

Background

The Department for Work and Pensions is committed to evaluating the changes introduced with Work Choice to explore the impact of the new programme on this area of specialist provision. Overall the evaluation aims to:

- Provide an understanding of the delivery, management and experience of the Work Choice programme and the extent to which this varies.
- Provide an understanding of the impact of the Work Choice programme on specialist disability employment provision.
- Develop recommendations to feed into ongoing development of Work Choice policy and delivery.

The research is being carried out in three main waves:

- Transition to the new Programme (in late 2010).
- Early implementation of the new Programme (in 2011).
- Steady state operation of the Programme (in 2012 – the current and final wave).

Department for Work and Pensions staff carried out the transition wave research and they have asked *Inclusion* to carry out the early implementation and steady state waves. *Inclusion* is an independent not-for-profit research organisation.

As part of this evaluation we would like to talk to a range of people involved in Work Choice about their experiences and views of the programme. The purpose of the research is not to evaluate individual staff or organisational performance.

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Anonymised findings from each wave of the evaluation are being fed back to the Department for Work and Pensions to inform ongoing programme development. A report on the transition wave has already been published². Findings will also be published at the end of the current wave as part of the Department for Work and Pension's research report series, and will be available from their website.

Taking part in the evaluation

If you decide to participate in this steady state wave of the evaluation you will take part in a face-to-face interview lasting a maximum of one hour during which you will be asked about how the programme is operating and your views on its impact.

Your participation in the research is entirely voluntary. If you do agree to take part you will be asked to sign a consent form. You can withdraw from the research at any point without giving a reason and without there being a penalty of any kind.

The interview will be recorded to ensure that we report all views as accurately as possible. If you have any concerns with this please raise them with the researcher. All information collected will be held in the strictest of confidence and will be handled securely throughout the project by the research team. The information collected will only be used for research purposes and will be deleted once the evaluation is completed.

Inclusion is undertaking this work on behalf of the Department for Work and Pensions but no information that could identify you will be shared with the Department for Work and Pensions. Any research publications, reports and other outputs will not name or in any other way identify you as an individual.

For further information about this research project, please contact:

Sarah Foster (Research Project Manager – *Inclusion*)

Postal address, telephone number and email address were contained here

Priya Shah (Research Project Manager – DWP)

Postal address, telephone number and email address were contained here

² **Work Choice Evaluation: Commissioning and Transition of Clients to the Programme** <http://research.dwp.gov.uk/asd/asd5/ih2011-2012/ihr6.pdf>

A.3 Example consent form

Evaluation of Work Choice Consent Form

Participant's name:

I confirm that I have been given a copy of the research information sheet and consent form.

I have read and understood the information sheet for the research project and have had time to decide whether or not I want to participate.

I understand that my taking part is voluntary and that I am free to withdraw at any time, without giving a reason and without there being a penalty of any kind.

I understand that the Centre for Economic and Social Inclusion is undertaking this work on behalf of the DWP, and that findings from the interviews will be shared with researchers at DWP, but that no information that could identify me will be shared.

I am aware that any research publications, reports and other outputs will not name or in any other way identify me as an individual or my organisation.

I have been told that any data generated by the research will be securely managed and disposed of in accordance with *Inclusion's* guidelines.

I consent to taking part in this research project.

Signature:

Date:

Researcher's name:

I confirm that I have explained the nature of the research to the above named participant and have given adequate time to answer any questions concerning it.

Signature:

Date:

A.4 Example easy read information sheet and consent form text

Work Choice Evaluation Information Sheet

Background

The Department for Work and Pensions has asked Inclusion to carry out an **evaluation** of the **Work Choice** programme.

Evaluation

This is when we find out more about the support you get from Work Choice and what you think of it.

Work Choice

This is a support programme to help disabled people find and keep a job. This is the support you get from [provider name].

The main aims of the evaluation are:

- To understand what Work Choice customers think of the support they get.
- To understand how well Work Choice helps disabled people to find and keep a job.

Taking part in an interview

We would like to talk to you about the support you get to find a job or the support you get at work.

In the interview we will ask about things like:

- Your work.
- Your disability.
- The help and support you get to find a job or at work.
- What is good about this support and what could be better.
- What help and support you will need in the future.

If you take part in the interview we would like to record it to make sure we report exactly what you tell us.

If you have any questions about this, please talk to the researcher. This is the person who will interview you.

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The information you give us will be kept private and only used for this research.

What you and other disabled people say will be written up into a report. **Your name will not be used in anything we write.**

The interview will take up to 30 minutes. You do not have to answer any question you do not want to.

If you take part you will be given a £20 shopping voucher as a thank you for your help. This will not change your benefits.

Talking to your support worker

We may also like to talk to your support worker about you if you are happy with this.

This is so we can find out more about the support you get and how it helps you.

We will not talk to them about you instead of talking to you.

If you have any questions about this, please talk to the researcher.

Taking part in the evaluation

You do not have to take part in the evaluation. If you do take part you can stop at any time. And you do not have to give a reason.

If you do take part you will need to sign a **consent form**.

Consent form

This is a form that says you agree that you are happy to be interviewed and for us to speak to your support worker.

If you have any questions about this research project, please contact Sarah Foster.

You can write to Sarah at postal address

You can telephone Sarah on telephone number

Or you can send Sarah an email at email address

Work Choice Evaluation Consent Form

Provider Name	
Customer Name	

Taking part in an interview

I have read and understand this information sheet and I am happy to take part in an interview.

I have been able to ask any questions I want to about this interview.

I understand that I do not have to take part and I can stop taking part at any time without saying why I want to stop.

I understand that information about me will be kept private by researchers at Inclusion.

I know that my name will not be given to the Department for Work and Pensions or used in any reports.

I am happy for the interview to be recorded.

Please sign and date if you want to take part in an interview:

Signature _____

Date _____

Technical appendix B

Early Implementation Wave case study research topic guides

B.1 Participant (customer) topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of Work Choice and explore the impact of the new programme on this area of specialist provision.
- We want to ask about their experience of how the programme is operating and their views on its impact.
- The interview will last a maximum of 1 hour.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

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Background

- 1 What is your gender?
- 2 How old are you?
- 3 What is your ethnicity?
(Show card of options)
- 4 What is your highest level of qualification?
- 5 What disability and/ or health conditions do you have?
- 6 How does this/ do these affect you at work/ looking for work?
- 7 Do you receive any benefits?
Prompt: JSA, ESA, IB, DLA, etc.
- 8 Have you been on any employment programmes in the past?
Prompt: Workstep, Work Prep, Pathways, Work Trials, etc.
Probe for details.

Work Choice understanding

- 9 Have you heard of Work Choice?
*May need to specify that 'this is the support you get from [provider organisation or support worker name]'.
Prompt: how did you first hear about it?*
- 10 What do you know about Work Choice?
Prompt: do you know what support is offered through Work Choice? How did you find out this information?
- 11 Are you happy with the amount of information you have about Work Choice?
If not, what areas would you like to know more about?
- 12 Where would you go if you had any questions about Work Choice?

The support you get

- 13 How did you join the Work Choice programme?
*Probe for details of when and how they were referred, and by whom.
Did they voluntarily choose to join the programme or do they perceive it as mandatory?
If previously on Workstep or Work Prep, explore how they were moved over to the new programme and how this process affected them.*
- 14 Who is your Work Choice provider (the organisation that supports you at work/ looking for work)?
- 15 Are you in work or looking for work?

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If looking for work:

- 16 How long have you been looking for work?
- 17 Have you been employed before?
- 18 What type of work are you looking for?
- 19 Why do you want to find work?
- 20 What are you doing to try to find work?
- 21 What support do you get through Work Choice to help you find work?
If previously on Workstep or Work Prep, explore if and how the support they get now through Work Choice is different.
- 22 How long have you been being supported to look for work through Work Choice?
- 23 How long do you think this help will be available?

If in work:

- 24 What is your job?
- 25 How did you find this job?
- 26 How long have you had this job?
- 27 How many hours a week do you work?
- 28 Have you been employed before?
- 29 Why did you want to find work?
- 30 What do you think you would be doing if you didn't have this job?
- 31 What support do you get through Work Choice at work?
Clarify what support is from their Work Choice provider and what is from their employer. If previously on Workstep or Work Prep, explore if and how the support they get now through Work Choice is different.

32 Have you completed a development plan with your Work Choice support worker?
Customer may only know this under another name, e.g. action plan or training plan.

33 How was it developed?

34 What does it cover?

35 How often is it reviewed?

36 What is good about the development plan?

37 What could be better within the development plan?

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Effect of support

38 How does the support you get from Work Choice help you?

39 Do you think you get the right kind of support?

If no, what other type of support do you need?

40 Do you think you get the right amount of support?

If no, do you need more support or do you need less support?

41 If you got more support, what do you think would happen?

42 If you got less support, what do you think would happen?

43 If you didn't get any support, what do you think would happen?

The future

44 What would you like to see happen in the future in terms of work?

Find a job, retain current job, move to a new job, work independently without support, etc.

45 Do you think that Work Choice will help you work towards this?

46 Has moving off Work Choice into open (unsupported) employment ever been discussed with you?

If yes, probe for details.

What was discussed?

Who raised it (them, their support worker, their employer, etc)?

How do they feel about it?

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Give them £20 of shopping vouchers and get them to complete a receipt.
- Thank them for their time.

B.2 Prime and subcontracting provider manager topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of Work Choice and explore the impact of the new programme on this area of specialist provision.
- We want to ask about their experience of how the programme is operating and their views on its impact.
- The interview will last a maximum of 1 hour.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Evaluation of the Work Choice Specialist Disability Employment Programme

Background

- 1 What is your role?
- 2 How long have you been in this role (and with the organisation)?
- 3 How is your organisation involved in Work Choice?
Probe: are you a prime provider or subcontractor in CPA X?
- 4 How large a part of your organisation's business is Work Choice?
- 5 What other programmes/ income streams does your organisation have?

Work Choice understanding, communications, guidance and training

- 6 Where does Work Choice fit with other programmes / provision?
E.g. Access to Work, the Work Programme, etc.

If a prime:

- 7 What information, guidance and training on your Work Choice delivery model have you given to a) your staff and b) subcontractors?
Probe for content.
- 8 Are you happy with the amount of knowledge a) your staff and b) subcontractors have about your Work Choice delivery model?
Probe do they have enough to fully fulfill your role?
If not, what areas would you like them to know more about?
Probe specifically around data security.
- 9 Do you feel that a) your staff and b) your subcontractors have had enough training to sufficiently understand the support/ provision needs of disabled people?
Probe general and specialist (e.g. learning disabilities, Deaf, etc) understanding.

If a subcontractor:

- 10 What information, guidance and training on your Work Choice delivery model have you and your staff received from your prime?
- 11 Are you happy with the amount of knowledge you have about your Work Choice delivery model?
Probe do you have enough to fully fulfill your role?
If not, what areas would you like to know more about?
- 12 Where would you and your staff go if you had any questions about Work Choice?
- 13 Do you feel your staff have had enough training to sufficiently understand the support/ provision needs of disabled people?
Probe general and specialist (e.g. learning disabilities, Deaf, etc) understanding.

Referrals and customer suitability

14 What is the process for customer referrals?

Probe for details on how customers are referred to them.

With subs probe for allocation due to customer disability type or home/work postcode, etc.

Is there any difference between those already in work and those that are pre-work?

15 What percentage of your new customer referrals allocation for the year have you had to date?

Probe for why they think this is, especially if referrals are very high or low.

If a prime:

16 How do you work with JCP DEAs, MH Co-ordinators on Work Choice referrals?

What impact does working in this way have on customers?

17 How do you work with Statutory Referral Organisations on Work Choice?

Probe: what impact does working in this way have on customers?

What are your views on the use of Statutory Referral Organisations?

Are they planning to establish these if they haven't already?

Have they received any referrals from SROs which they haven't set up themselves? (SROs set up by Remploy are able to refer to primes as well as to Remploy).

18 Do you have any links with the NHS in relation to Work Choice referrals?

If yes, probe for details. Are effective communication links/mechanisms in place to facilitate information sharing?

If no, do you think such links would be useful? Why do you think they don't currently exist?

19 Do you have any links with Local Authorities in relation to Work Choice referrals?

If yes, probe for details. Are effective communication links/mechanisms in place to facilitate information sharing?

If no, do you think such links would be useful? Why do you think they don't currently exist?

20 Do you have any links with Education Providers in relation to Work Choice referrals?

If yes, probe for details. Are effective communication links/mechanisms in place to facilitate information sharing?

If no, do you think such links would be useful (e.g. to aid transitions from school/college for those who would benefit from the programme)? Why do you think they don't currently exist?

According to the guidance, suitable Work Choice candidates are people who experience complex work-related support needs arising primarily from disability; AND have requirements in work which cannot immediately be overcome through workplace adjustments required under the Equality Act 2010 and/or by Access to Work support; AND need support in work as well as help with finding work, AND cannot be helped through other DWP programmes; AND following Module One, expect to be able to work for a minimum of 16 hours per week.

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- 21 Do you feel that the Work Choice suitability criteria are appropriate?
Why/why not?
- 22 Do you feel that all your Work Choice customers are suitable for the programme?
If not, why are they usually unsuitable?
- 23 Are your Work Choice customers aware that the programme is voluntary?
Are customers aware of the commitment they need to give to the programme?
Do all your customers want to work?

Experience of programme delivery

If a prime:

- 24 Can you give me a brief overview of the Work Choice supply chain structure in your area?
Probe for organisations involved and percentage value subcontracted.
Probe also for details of supported business within and external to the supply chain.
- 25 What is your Work Choice delivery model?
Probe for details of services provided in-house and services subcontracted.
Explore their delivery model and whether they expect subs to adopt this model.
Do all staff cover pre-work, in-work and employer work or do staff specialise?
How do they allocate customers to subcontractors?
How do they allocate customers to supported businesses and how are they supported?
Are new customers placed in supported businesses on time limited agreements?
Do they use financial incentives with employers and, if so, when?
- 26 How does outcome based contracting influence the management and delivery of Work Choice?
Probe for affect on behaviour of support workers.

If a subcontractor:

- 27 What is your organisation's role in the delivery of Work Choice?
- 28 What is your Work Choice delivery model?
Do all staff cover pre-work, in-work and employer work or do staff specialise?
Was this imposed by the prime? What are their views on this?

- 29 In total, how many customers do you support through the Work Choice programme?
- 30 When did you receive your transition customers? (go live was October 2010)
Have you contacted / met all customers (transition and new referrals) yet?
- 31 What process do you go through when first contacting customers?
Probe for how they establish customer needs, skills, aspirations, etc.
Do they feel they are able to assess the appropriateness of customers to the programme?
Are they able to meet all customers within ten days?

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If previously supported Workstep or Work Prep customers:

32 Is the support you provide through Work Choice different from Workstep or Work Prep?

If support module 1 (pre-work) customers:

33 How do you support customers to look for work?

E.g. CV writing, confidence building, etc.

Probe for how they identify, monitor and evaluate the support needed.

34 What process is in place for if customers have not found work after six months?

Probe: awareness and use of 3 month extension?

Do they refer back to the DEA?

What other options are there for the customers after this 6-9 month period?

35 How do you support customers in-work?

E.g. travel training, job coaching, mediating with employer when issues, etc.

Probe for how they identify, monitor and evaluate the support needed.

36 Do all customers have a development plan?

37 How are these developed?

Probe for use of any software and any benefits/ limitations of this.

Was this process the same during transition?

Have you had any issues completing them?

38 What do they cover?

39 How often are they reviewed?

40 How do you track supported employees progress?

41 Do you attempt to monitor distance travelled?

If no: why not?

If yes, probe: how do you monitor distance travelled?

Why is this done/what is the aim?

Do you feel that the way you are currently monitoring distance travelled achieves this aim?

Why/why not?

Probe: impact upon the customer, effect on motivation, etc.

42 How do you facilitate progression through the Work Choice modules?

43 How do you facilitate progression into open employment?

Probe: how realistic would you say the aim of open employment is? Does this differ from under Workstep?

44 How do information systems (internal and DWP) support or hinder the delivery of Work Choice?

Probe for why and, if issues, if these were set up or ongoing problems.

Clarify which information systems they use and are commenting on (e.g. PRaP, STEP, etc).

Are there any issues in transferring customer data from Prime contractor to subs?

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Working relationships with other Work Choice stakeholders

45 How do you work with your subcontractors/ the prime and other subcontractors (delete as appropriate) on Work Choice?

Probe: what impact does this have on customers?

Do you share best practice? If so, how?

46 Do you work with DWP Contract (Performance) Managers, DWP Account Managers and JCP Third Party Provision Managers on Work Choice?

If so, how and what impact does this have on customers?

47 How do you work with employers on Work Choice?

Probe what information and support they provide to employers.

Are there financial incentives?

48 Have you built any relationships with any education and/or training providers for your Work Choice customers?

If so, how and what impact does this have on customers?

Early assessment of programme design, delivery and impact

49 What is working well so far in terms of programme delivery?

Probe for what could be improved.

50 What effect do you think Work Choice support has had on customers so far?

Probe for any difference for pre-work customers / in-work customers / supported business customers?

Probe for any differences between existing (transferred) and new customers.

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

B.3 Prime and subcontracting provider support worker topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of Work Choice and explore the impact of the new programme on this area of specialist provision.
- We want to ask about their experience of how the programme is operating and their views on its impact.
- The interview will last a maximum of 1 hour.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Evaluation of the Work Choice Specialist Disability Employment Programme

Background

- 1 What is your role?
- 2 How long have you been in this role (and with the organisation)?
- 3 How are you involved in Work Choice?
- 4 How large a part of the work you do is related to Work Choice?

Work Choice understanding, communications, guidance and training

- 5 Where does Work Choice fit with other programmes / provision?
E.g. Access to Work, the Work Programme, etc.
- 6 What information, guidance and training have you received on Work Choice?
Probe for content.
- 7 Are you happy with the amount of knowledge you have about Work Choice?
Probe do you have enough to fully fulfill your role?
If not, what areas would you like to know more about?
Probe specifically around data security.
- 8 Where would you go if you had any questions about Work Choice?
- 9 What guidance and training have you received on working with customers with a range of disabilities?
Probe general and specialist (e.g. learning disabilities, Deaf, etc) guidance and training.
- 10 Do you feel you have had enough training to be able to sufficiently support customers with a range of disabilities?
- 11 What impact does this have on how well you perform your role?

Referrals and customer suitability

According to the guidance, suitable Work Choice candidates are people who experience complex work-related support needs arising primarily from disability; AND have requirements in work which cannot immediately be overcome through workplace adjustments required under the Equality Act 2010 and/or by Access to Work support; AND need support in work as well as help with finding work, AND cannot be helped through other DWP programmes; AND following Module One, expect to be able to work for a minimum of 16 hours per week.

- 12 Do you feel that the Work Choice suitability criteria are appropriate?
Why/why not?
- 13 Do you feel that all your Work Choice customers are suitable for the programme?
If not, why are they usually unsuitable?
- 14 Are your Work Choice customers aware that the programme is voluntary?
Are customers aware of the commitment they need to give to the programme?
Do all your customers want to work?

Experience of programme delivery

- 15 When did you receive your transition customers? (go live was October 2010)
Have you contacted / met all customers (transition and new referrals) yet?
- 16 What process do you go through when first contacting customers?
*Probe for how they establish customer needs, skills, aspirations, etc.
Do they feel they are able to assess the appropriateness of customers to the programme?
Are they able to meet all customers within ten days?*
- 17 How many Work Choice customers could you be working with at any one time?
Probe for whether these are module 1, 2 and/or 3 customers.
- 18 What impact has Work Choice had on your workload?
Probe for capacity to deal with caseload.

If previously supported Workstep or Work Prep customers:

19 Is the support you provide through Work Choice different from Workstep or Work Prep?

If support module 1 (pre-work) customers:

- 20 How do you support customers to look for work?
*E.g. CV writing, confidence building, etc.
Probe for how they identify, monitor and evaluate the support needed.*
- 21 What process is in place for if customers have not found work after six months?
*Probe: awareness and use of 3 month extension?
Do they refer back to the DEA?
What other options are there for the customers after this 6-9 month period?*

- 22 How do you support customers in-work?
*E.g. travel training, job coaching, mediating with employer when issues, etc.
Probe for how they identify, monitor and evaluate the support needed.*
- 23 Do all customers have a development plan?
- 24 How are these developed?
*Probe for use of any software and any benefits/ limitations of this.
Was this process the same during transition?
Have you had any issues completing them?*
- 25 What do they cover?
- 26 How often are they reviewed?
- 27 How do you track supported employees progress?
- 28 Do you attempt to monitor distance travelled?
*If no: why not?
If yes, probe: how do you monitor distance travelled?
Why is this done/what is the aim?
Do you feel that the way you are currently monitoring distance travelled achieves this aim?
Why/why not?
Probe: impact upon the customer, effect on motivation, etc.*

Evaluation of the Work Choice Specialist Disability Employment Programme

29 How do you facilitate progression through the Work Choice modules?

30 How do you facilitate progression into open employment?

Probe: how realistic would you say the aim of open employment is? Does this differ from under Workstep?

31 How do information systems (internal and DWP) support or hinder the delivery of Work Choice?

Probe for why and, if issues, if these were set up or ongoing problems.

Clarify which information systems they use and are commenting on (e.g. PRaP, STEP, etc).

Are there any issues in transferring customer data from Prime contractor to subs?

Working relationships with other Work Choice stakeholders

32 How do you work with employers on Work Choice?

Probe what information and support they provide to employers.

Are there financial incentives?

33 Have you built any relationships with any education and/or training providers for your Work Choice customers?

If so, how and what impact does this have on customers?

Early assessment of programme design, delivery and impact

34 What is working well so far in terms of programme delivery?

Probe for what could be improved.

35 What effect do you think Work Choice support has had on customers so far?

Probe for any difference for pre-work customers / in-work customers / supported business customers?

Probe for any differences between existing (transferred) and new customers.

36 What effect do you think Work Choice support has had on customer progression and movement off the programme?

Probe for details of where customers have gone and why.

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

B.4 Supported Business topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of Work Choice and explore the impact of the new programme on this area of specialist provision.
- We want to ask about their experience of how the programme is operating and their views on its impact.
- The interview will last a maximum of 1 hour.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Evaluation of the Work Choice Specialist Disability Employment Programme

Background

- 1 Can you give me a general overview of the nature of your supported business and the number of staff?
Probe: Business type?
Number of employees?
Number of Work Choice supported employees?
Did they have employees supported by Workstep previously?
Is the supported business a subset of a larger organisation? If yes, probe for details.
Is the supported business within the supply chain or external to it?
- 2 Was your business originally set up as a supported business?
If not, how and why did you get involved in being a supported business (and Work Choice employer)?
- 3 What does your organisation gain from involvement in Work Choice?
- 4 Are you involved in any other employment support programmes?
Probe for details.

Work Choice understanding, communications, guidance and training

- 5 What are the Work Choice programme aims and objectives?
- 6 How do these fit with the aims and objectives of your organisation?
- 7 Who is Work Choice aimed at?
- 8 Are you happy with the amount of knowledge you have about Work Choice?
If not, what areas would you like to know more about?
- 9 Where would you go if you had any questions about Work Choice?

Experience of programme delivery

If a supported business within the supply chain:

- 10 Who allocates your Work Choice customers to you and how?
- 11 Have you had any new referrals?
Probe for whether they have had more or less than they expected and why they think this is.

If a supported business outside the supply chain:

- 12 How many protected places do you have?
- 13 How do your protected places work?
What happens if a currently supported employee progresses off the programme?

Evaluation of the Work Choice Specialist Disability Employment Programme

14 Who supports your Work Choice employees?

Probe whether they are supported by a member of staff from the supported business or by a support worker from an external Work Choice provider organisation.

Is this the same as with Workstep?

If a change, what have you done to respond to this?

If Work Choice employees supported by a member of staff from the supported business:

15 How do you support customers in-work?

E.g. travel training, job coaching, mediating with employer when issues, etc.

Probe for how they identify, monitor and evaluate the support needed.

16 Do all customers have a development plan?

17 How are these developed?

Probe for use of any software and any benefits/ limitations of this.

Was this process the same during transition?

Have you had any issues completing them?

18 What do they cover?

19 How often are they reviewed?

20 How do you track supported employees progress?

21 Do you attempt to monitor distance travelled?

If no: why not?

If yes, probe: how do you monitor distance travelled?

Why is this done/what is the aim?

Do you feel that the way you are currently monitoring distance travelled achieves this aim?

Why/why not?

Probe: impact upon the customer, effect on motivation, etc.

22 How do you facilitate progression through the Work Choice modules?

23 How do you facilitate progression into open employment?

Probe: how realistic would you say the aim of open employment is?

Does this differ from under Workstep?

24 Are you given appropriate support for dealing with Work Choice issues from the prime provider?

25 Overall do you think that the contact you have with the prime provider is beneficial/ useful?

Probe: what is good about the contact you have with them? What could be improved?

Evaluation of the Work Choice Specialist Disability Employment Programme

If Work Choice employees supported by external Work Choice provider organisation(s):

- 26 Are all your Work Choice employees supported by the same provider organisation?
If multiple organisations supporting employees: what impact (if any) does this have?
- 27 How do you work with your employee(s) Work Choice provider(s)?
Probe: do you have regular contact with them?
When and why do you usually hear from them?
- 28 Are you aware of what support your Work Choice employee(s) receive from their Work Choice provider(s)?
Probe for details: type and amount.
- 29 Were you aware that the Work Choice programme requires more contact time between support workers and customers than previous programmes?
What is your view of this increased contact time?
What effect (if any) does it have on your Work Choice employee(s)?
What effect (if any) does it have on your organisation?
- 30 What support do you give to your Work Choice employee(s)?
Probe for if and how this differs from the support they give to all employees.
- 31 Are you involved in Work Choice employee development planning?
Probe for details and extent of involvement.
Do their Work Choice employee(s) have development plans?
- 32 Are you involved in monitoring customer development?
Probe for details and extent of involvement.
- 33 Are you involved in facilitating customer development?
Probe for details and extent of involvement.
- 34 Are you involved in facilitating customer progression into open (unsupported) employment?
Probe for details and extent of involvement.
- 35 Are you given appropriate support for dealing with Work Choice issues from your employee(s) Work Choice provider(s)?
- 36 Overall do you think that the contact you have with your employee(s) Work Choice provider(s) is beneficial/ useful?
Probe: what is good about the contact you have with them? What could be improved?

Referrals and customer suitability

According to the guidance, suitable Work Choice candidates are people who experience complex work-related support needs arising primarily from disability; AND have requirements in work which cannot immediately be overcome through workplace adjustments required under the Equality Act 2010 and/or by Access to Work support; AND need support in work as well as help with finding work, AND cannot be helped through other DWP programmes; AND following Module One, expect to be able to work for a minimum of 16 hours per week.

37 Do you feel that all your employees currently supported by Work Choice should be on the programme?

Probe why/why not.

Early assessment of programme design, delivery and impact

38 What effect do you think Work Choice support has had on your supported employees so far?

Probe in terms of job sustainment, customer development and progression towards open (unsupported) employment.

39 Do you feel that movement off the Work Choice programme is a realistic goal for your supported employee(s)?

What effect do you think this would have on your Work Choice employee(s)?

What effect do you think this would have on your organisation?

40 Do you feel that movement out of your supported business is a realistic goal for your supported employee(s)?

What effect do you think this would have on your Work Choice employee(s)?

What effect do you think this would have on your organisation?

41 How do you envisage being involved in Work Choice in the future?

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

B.5 Employer topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of Work Choice and explore the impact of the new programme on this area of specialist provision.
- We want to ask about their experience of how the programme is operating and their views on its impact.
- The interview will last a maximum of 1 hour.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Background

- 1 Can you give me a general overview of the nature of your business and the number of staff?
Probe: Public/ private sector?
Number of sites?
Number of employees?
Number of Work Choice supported employees?
Did you have employees supported by Workstep previously?
- 2 How did you get involved in being a Work Choice employer?
If due to being a Workstep employer previously, when and how did you get involved in this?
- 3 Why did you get involved in Work Choice?
Probe: promotion of equal opportunities, positive PR, financial incentives, etc.
- 4 What does your organisation gain from involvement in Work Choice?
- 5 Are you involved in any other employment support programmes?
Probe for details.

Work Choice understanding, communications, guidance and training

- 6 What are the Work Choice programme aims and objectives?
- 7 How do these fit with the aims and objectives of your organisation?
- 8 Who is Work Choice aimed at?
- 9 Are you happy with the amount of knowledge you have about Work Choice?
If not, what areas would you like to know more about?
- 10 Where would you go if you had any questions about Work Choice?

Experience of programme delivery

- 11 Who supports your Work Choice employee(s)?
If have more than one Work Choice employee, explore whether they are all supported by the same provider organisation or not and what impact (if any) this has.
- 12 How do you work with your employee(s) Work Choice provider(s)?
Probe: do you have regular contact with them?
When and why do you usually hear from them?
- 13 Are you aware of what support your Work Choice employee(s) receive from their Work Choice provider(s)?
Probe for details: type and amount.

Evaluation of the Work Choice Specialist Disability Employment Programme

- 14 Were you aware that the Work Choice programme requires more contact time between support workers and customers than previous programmes?
What is your view of this increased contact time?
What effect (if any) does it have on your Work Choice employee(s)?
What effect (if any) does it have on your organisation?
- 15 What support do you give to your Work Choice employee(s)?
Probe for if and how this differs from the support they give to all employees.
- 16 Are you involved in Work Choice employee development planning?
Probe for details and extent of involvement.
Do their Work Choice employee(s) have development plans?
- 17 Are you involved in monitoring customer development?
Probe for details and extent of involvement.
- 18 Are you involved in facilitating customer development?
Probe for details and extent of involvement.
- 19 Are you involved in facilitating customer progression into open (unsupported) employment?
Probe for details and extent of involvement.
- 20 Are you given appropriate support for dealing with Work Choice issues from your employee(s) Work Choice provider(s)?
- 21 Overall do you think that the contact you have with your employee(s) Work Choice provider(s) is beneficial/ useful?
Probe: what is good about the contact you have with them? What could be improved?

Referrals and customer suitability

According to the guidance, suitable Work Choice candidates are people who experience complex work-related support needs arising primarily from disability; AND have requirements in work which cannot immediately be overcome through workplace adjustments required under the Equality Act 2010 and/or by Access to Work support; AND need support in work as well as help with finding work, AND cannot be helped through other DWP programmes; AND following Module One, expect to be able to work for a minimum of 16 hours per week.

- 22 Do you feel that all your employees currently supported by Work Choice should be on the programme?
Probe why/why not.

Early assessment of programme design, delivery and impact

- 23 What effect do you think Work Choice support has had on your supported employees so far?
Probe in terms of job sustainment, customer development and progression towards open (unsupported) employment.
- 24 Do you feel that movement off the Work Choice programme is a realistic goal for your supported employee(s)?
*What effect do you think this would have on your Work Choice employee(s)?
What effect do you think this would have on your organisation?*
- 25 How do you envisage being involved in Work Choice in the future?

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

B.6 Disability Employment Adviser, Mental Health Co-ordinator and Statutory Referral Organisation topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of Work Choice and explore the impact of the new programme on this area of specialist provision.
- We want to ask about their experience of how the programme is operating and their views on its impact.
- The interview will last a maximum of 1 hour.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Background

- 1 What is your role?
- 2 How long have you been in this role (and with the organisation)?
- 3 How large a part of the work you do is related to Work Choice?
Probe for details of their Work Choice related duties.
What are your duties other than Work Choice?
For DEA probe which customers they work with and how these customers are referred (e.g. JSA, IB, ESA)

Work Choice understanding, communications, guidance and training

- 4 What are the Work Choice programme aims and objectives?
How do these differ from Workstep and Work Prep?
- 5 Who is Work Choice aimed at?
What are the eligibility criteria?
- 6 Where does Work Choice fit with other programmes/ provision? (e.g. Access to Work, the Work Programme, etc)
- 7 What information, guidance and training have you received on Work Choice?
- 8 Are you happy with the amount of knowledge you have about Work Choice?
Probe do you have enough to fully fulfil your role?
If not, what areas would you like to know more about?
- 9 Where would you go if you had any questions about Work Choice?
- 10 What guidance and training have you received on working with customers with a range of disabilities?
- 11 Do you feel you have had enough training to be able to sufficiently support customers with a range of disabilities?
What impact does this have on how well you perform your role?

Experience of programme delivery

- 12 How are you involved in Work Choice?
- 13 How many Work Choice customers could you be working with at any one time?
- 14 What impact has Work Choice had on your workload?
- 15 Have you had to deal with any issues or concerns raised by any Work Choice customers about their provider to date?
If yes, what and how did you deal with it?

Evaluation of the Work Choice Specialist Disability Employment Programme

16 What is the standard process for dealing with this?

Do you feel this is sufficient?

17 Do you have any role with customers following referral?

If yes, probe for details.

Referrals and customer suitability

18 What is your experience to date of referring customers to Work Choice?

19 Does this differ from your referral role under Work Prep/Workstep?

If yes, probe how and their views on this.

20 How do you make decisions about customer referrals?

Probe: guidance, particular impairments, etc?

21 Is there clarity about who Work Choice should be for?

Probe: is Work Choice more suitable for some people with disabilities than others? Is the guidance sufficient and clear?

22 How easy is it to assess customer eligibility/ suitability for the programme?

Probe: do you think the right customers are being referred to Work Choice?

23 What other programmes/ provision besides Work Choice are available for disabled people?

24 How do you decide what programme to refer a customer to?

Probe: are you encouraged to refer people to particular programmes ahead of others?

25 What choice is there in terms of Work Choice providers to refer to?

Probe: Remploy or supply chain, etc.

26 How do you decide which provider(s) to refer to?

Probe: is there a particular process that you go through?

Do you have particular providers that you prefer to work with?

27 Do you have sufficient knowledge about the providers within the area(s) you cover?

Probe: how do you get information on providers?

Do you just have information on the prime?

Do you know which subcontractor a customer would be supported by and do you have information on them?

28 Have you experienced any problems with any of your Work Choice referrals?

29 Have you had any customers referred back to you for any reason?

If yes, probe for details.

Working relationships with other Work Choice stakeholders

30 Do you work with Statutory Referral Organisations/ DEAs/ MH Co-ordinators (delete as appropriate) on referrals?

If yes, how?

If no, how does their role in referrals differ and work alongside yours?

31 How do you work with DWP Contract (Performance) Managers, DWP Account Managers and JCP Third Party Provision Managers on Work Choice?

Probe around understanding of what other roles do and when they would work/ communicate with these other staff.

32 Are effective communication links/ mechanisms in place to facilitate knowledge sharing and good practice?

Early assessment of programme design, delivery and impact

33 What is working well so far in terms of programme delivery?

Probe for what could be improved.

34 What effect do you think Work Choice support has had on customers so far?

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

B.7 DWP Performance Manager, Account Manager and Third Party Provision Manager topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of Work Choice and explore the impact of the new programme on this area of specialist provision.
- We want to ask about their experience of how the programme is operating and their views on its impact.
- The interview will last a maximum of 1 hour.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Background

- 1 What is your role?
- 2 How long have you been in this role (and with the organisation)?
- 3 How large a part of the work you do is related to Work Choice?
Probe for details of their Work Choice related duties.
What are your duties other than Work Choice?

Work Choice understanding, communications, guidance and training

- 4 What information, guidance and training have you received on Work Choice?
- 5 Are you happy with the amount of knowledge you have about Work Choice?
Probe do you have enough to fully fulfil your role?
If not, what areas would you like to know more about?
- 6 Where would you go if you had any questions about Work Choice?
- 7 Do you feel you have had enough training to sufficiently understand the support/ provision needs of disabled people?

Experience of programme delivery

- 8 How are you involved in Work Choice?
Probe re provider support/ development/ performance/ inspection/ contracting/etc.
Probe for number of providers/ contracts/ size of area they are responsible for.
- 9 How does your role differ from that of a contract (performance) manager/ account manager / third party provision manager? (delete as appropriate)
- 10 What information do you use to perform your role?
Probe for MI, contract info, sources, systems, etc
- 11 What MI do you provide?
To management, providers, etc.
- 12 Is MI accessible, timely, useful?
What could be improved?

For Performance Managers:

- 13 Do you use the findings of Provider Assurance Team (PAT) Assessments?
Probe why/why not.
If yes, explore how they use these.

Evaluation of the Work Choice Specialist Disability Employment Programme

Working relationships with other Work Choice stakeholders

14 What are your working links with prime providers?

15 Do you have any links with subcontractors?

If yes, what?

If no, do you feel this is appropriate?

16 How do you work with JCP staff (e.g. DEAs, MH Co-ordinators, etc) on Work Choice?

17 Do you have any links with Statutory Referral Organisations?

If yes, what?

If no, do you feel this is appropriate?

18 Are effective communication links/ mechanisms in place to facilitate knowledge sharing and good practice?

Early assessment of programme design, delivery and impact

19 What is working well so far in terms of programme delivery?

Probe for what could be improved.

20 What has the impact of the commissioning of the programme been to date?

21 What is working well so far in terms of the current contracting arrangements?

Probe for what could be improved.

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

Technical appendix C

Early Implementation Wave

commissioning research topic guides

C.1 Supply Chain Prime Provider topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

In the interview, focus on specifics and getting examples of what the impact has been on the organisation and what they are doing about this.

Questions in bold are priority questions.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of the effect of DWP commissioning on specialist disability employment programmes.
- The interview will last a maximum of 1 hour.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.

Evaluation of the Work Choice Specialist Disability Employment Programme

- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

[Where possible, restate info already gained in previous interviews and confirm and / or capture changes]

Organisational profile and supply chain (5-10 mins)

- 1 [If not known] Are you a public, private or third sector organisation?
- 2 [If not known] What is your organisation's size?
- 3 Do you specialise in working with a particular disability group or any other particular groups of people?
Prompt: learning disability, Deaf people, Armed Forces, ex-offenders, people with drug/ alcohol issues, etc.
- 4 [If not known] Did you previously provide WORKSTEP and / or Work Preparation?
If yes, briefly check size of contact (number of customers).
- 5 [If not known] What other employment related or other relevant services do you provide / have you provided until recently?
Probe what % of overall funding comes from Work Choice and other DWP contracts.
- 6 What is your current role in delivery of Work Choice?
Whether prime and/or subcontractor, which CPA(s) and whether they cover rural and/or urban areas.
Probe actual versus anticipated customer numbers and impact of any difference.
Probe for details of how they see their role in the supply chain(s) as compared to the roles of their supply chain partners.
- 7 **Has there been any change to your Work Choice role since programme go-live (i.e. have you left or joined any supply chains?)**
If so, what were the reasons for this?
Prompt if necessary: level of investment required, geographical coverage required, performance issues, financial risk, inability to agree terms with prime, etc.
- 8 **Have there been any changes to your Work Choice supply chains (including supported businesses) since programme go-live?**
If so, why? (Probe for details of any leaving subcontractors and the reasons).
- 9 Are there any forthcoming planned changes to your supply chain?
If so, what and why?
Probe around whether they feel expansion or contraction of the supply chain is expected.

Delivery model / supply chains (20-25 mins)

10 Can you give me a brief overview of your Work Choice delivery model, including what types of services you contract and what you provide in-house?

[Additional prompt for primes in Right to Control pilot areas only: Shaw Trust in CPAs 10, 13 and 19, Working Links in CPAs 15, 20 and 25 and SEETEC in CPA 21]:

How, if at all, does Right to Control impact on your Work Choice delivery model?

11 Is this a standard model across all your delivery areas (including where you are a subcontractor)?

Do you prescribe this delivery model for your subcontractors?

Has your model changed since programme go-live? If so, how and why?

12 How do you ensure your delivery model and supply chain meets the full range of customer needs?

Ask for specific examples.

Probe re: assessment / analysis of customer needs,

Collection and use of customer feedback,

Use of specialist / third tier organisations and how this is managed,

Use of personalisation of services to best meet what customers need and/or want.

13 How do you manage referrals to subcontractors?

Probe whether based on customer need or geography and for any use of specialist / third tier organisations (and how this is managed).

Probe for rationale behind their referral model.

Has your referral model changed since programme go-live?

If so, how and why? (e.g. based on the differing performance of subcontractors).

14 Do you have processes in place to facilitate the identification and sharing good practice within your supply chain?

Probe for details of these and views on effectiveness.

15 Have you undertaken any activities with your staff and / or subcontractors aimed to develop their capacity / capabilities and improve Work Choice delivery?

Probe for details of these and views on effectiveness.

16 Have you had to address any specific concerns or disputes within your supply chain?

If so, probe for details of processes used to resolve these and views on effectiveness, e.g. are these issues now resolved?

17 Are you aware of the Merlin Standard?

If yes, have you been involved in a Merlin Pilot Assessment?

If been involved: Have you any specific comments on process or outcomes?

Ask all: Overall, how effective do you feel the Merlin Standard is in promoting effective supply chain development and management?

18 How do you work with other local partners (outside your supply chain) e.g. Local Authorities, third sector organisations, Remploy, employers?

Probe: are any of these contractual relationships?

Have there been any changes to these relationships since programme go-live?

Financial and commercial issues (10 mins)

19 One year since go-live, how commercially attractive do you feel the Work Choice contract is?

Are the contract values viable and sustainable?

Does it allow primes to offer sufficiently attractive terms to subcontractors?

Does it allow primes to invest in delivery?

Does it offer adequate resources for provision of specialist services to customers with specific needs (e.g. customers with brain injuries, autism, use of BSL translators, use of TSI approach)?

20 Do your terms and conditions with subcontractors directly mirror your terms with DWP?

If not, how and why?

Do terms differ between end-to-end sub contractors and third tier providers?

21 What impact does the Work Choice funding model have on your business model?

Probe in terms of the type and level of support they provide to different customers.

Probe in terms of how quickly they progress customers into unsupported employment.

22 Have you made any new investment to assist you in the delivery of Work Choice?

Prompt: IT systems, staff development, subcontractor development, premises, etc.

Performance (5 mins)

23 What processes do you have in place to monitor and manage performance?

Probe re: processes to monitor own performance versus that of subcontractors,

Effectiveness of what is in place,

Do they monitor the quality of delivery,

Any use of competition within the supply chain.

24 How well are you performing to date against the targets in your contract?

Identify any specific challenges / plans to address these (including changes to systems and processes) / implications of underperformance.

25 How do you find the process for claiming and evidencing job outcomes?

Have you been managing to claim all your job outcomes?

Are you making any changes to your process to improve performance?

Working with DWP (10 mins)

26 Which areas of the Department do you have contact with?

Prompt: Account Managers, Performance Managers, Provider Assurance Team.

What impact do these relationships have on the way you work (in terms of internal processes / systems and the level / type of support you provide)?

27 How do you work with JCP in the delivery of Work Choice?

Prompt: DEAs, TPPMs, Access to Work Specialist Advisory Team and Contact Centre.

What impact do these relationships have on the way you work (in terms of internal processes / systems and the level / type of support you provide)?

Evaluation of the Work Choice Specialist Disability Employment Programme

28 How integrated are DWP/JCP mechanisms of engagement in relation to Work Choice?
Probe in terms of communication and impact.

29 What impact does PRAP (Provider Referrals and Payment System) have on the way you work?
Has this changed over time? If so, how?
[Focus on specific detail, e.g. constructive suggestions for change].

Overall impact (5 mins)

30 Overall, what impact do you feel the new DWP commissioning model has had on your ability to successfully deliver Work Choice?

31 Overall, what impact do you feel the new DWP commissioning model has had on your organisation?

Probe: has it created barriers or opportunities?

How have you responded?

Have you sought to change your business model or capacity to better meet DWP's commissioning principles?

32 What are your future intentions with regard to DWP commissioned Welfare to Work provision?

Do you intend to try to expand your involvement in Work Choice / other programmes in the future?

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

C.2 Supply Chain Subcontractor topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

In the interview, focus on specifics and getting examples of what the impact has been on the organisation and what they are doing about this.

Questions in bold are priority questions.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of the effect of DWP commissioning on specialist disability employment programmes.
- The interview will last a maximum of 45 minutes.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

[Where possible, restate info already gained in previous interviews and confirm and / or capture changes]

Organisational profile and supply chain (5 mins)

- 1 [If not known] Are you a public, private or third sector organisation?
- 2 [If not known] What is your organisation's size?
- 3 Do you specialise in working with a particular disability group or any other particular groups of people?
Prompt: learning disability, Deaf people, Armed Forces, ex-offenders, people with drug/ alcohol issues, etc.
- 4 [If not known] Did you previously provide WORKSTEP and / or Work Preparation?
If yes, briefly check size of contact (number of customers).
- 5 [If not known] What other employment related or other relevant services do you provide / have you provided until recently?
Probe what % of overall funding comes from Work Choice and other DWP contracts.
- 6 What is your current role in delivery of Work Choice?
Which CPA(s), whether they cover rural and/or urban areas and number of customers. Use of any subcontractors of their own for delivery (including details). Details of any supported businesses they run or use. Probe for details of how they see their role in the supply chain(s) as compared to the roles of their supply chain partners.
- 7 **Has there been any change to your Work Choice role since programme go-live (i.e. have you left or joined any supply chains, or started or stopped using any subcontractors of your own)?**
If so, what were the reasons for this?
Prompt if necessary: level of investment required, geographical coverage required, performance issues, financial risk, inability to agree terms with prime, etc.
- 8 Are there any forthcoming planned changes to your role in the supply chain(s) or to using subcontractors of your own?

Delivery model / supply chains (15 mins)

- 9 **Can you give me a brief overview of your Work Choice delivery model and system(s)?**
*Is this model and system(s) prescribed by your prime provider(s)?
Is there flexibility for innovation in your delivery model? If yes, how does this work?
Has this model changed since programme go-live? If so, how and why?*
- 10 **How well do you feel the delivery model allows you to meet the full range of customer needs?**
*Ask for specific examples.
Probe re: assessment / analysis of customer needs,
Collection and use of customer feedback,
Use of specialist / third tier organisations and how this is managed,
Use of personalisation of services to best meet what customers need and/or want.*

Evaluation of the Work Choice Specialist Disability Employment Programme

- 11 How are the referrals you receive determined by your prime provider(s)?**
Probe whether based on customer need or geography. Has this changed since programme go-live? If so, how and why? What has the impact been on delivery? Have you been receiving a higher or lower number of referrals than expected? If yes, has this changed over time? What has the impact been on delivery?
- 12 How would you describe your relationship with your prime provider(s)?**
Have they undertaken any activities with your staff aimed to develop their capacity / capabilities and improve delivery? If yes, probe for details and effectiveness. Do you share good practice? If so, how does this work and how does it affect your delivery? Have there been any specific concerns or disputes that have needed to be addressed? If yes, probe for details, processes to resolve and effectiveness.
- 13 Are you aware of the Merlin Standard?**
If yes, have you been involved in a Merlin Pilot Assessment? If been involved: Have you any specific comments on process or outcomes? Ask all: Overall, how effective do you feel the Merlin Standard is in promoting effective supply chain development and management?
- 14 What is your relationship with the other subcontractors in your supply chain(s)?**
How, if at all, is your relationship with other subcontractors influenced by your prime provider(s)? Are you subject to competition with other subcontractors? If so, how does this work and how does it affect your delivery? Do you share good practice? If so, how does this work and how does it affect your delivery?
- 15 What is your relationship with other local partners (e.g. Local Authorities, third sector organisations, Remploy, employers)?**
Probe: are any of these contractual relationships? Have there been any changes to these relationships since programme go-live?

Financial and commercial issues (10 mins)

- 16 One year since go-live, how commercially attractive do you feel the Work Choice contract is?**
Are the contract values viable and sustainable? Does it offer adequate resources for provision of specialist services to customers with specific needs (e.g. customers with brain injuries, autism, use of BSL translators, use of TSI approach)?
- 17 Do your terms and conditions with your prime provider(s) mirror their terms with DWP?**
If not, how do they vary? Have they changed since programme go-live? If so, how and why? Are you happy with your terms and conditions? (Capture specifics and impact).
- 18 What impact does the Work Choice funding model have on your business model?**
Probe in terms of the type and level of support they provide to different customers. Probe in terms of how quickly they progress customers into unsupported employment.

Evaluation of the Work Choice Specialist Disability Employment Programme

- 19 Have you made any new investment to assist you in the delivery of Work Choice?
Prompt: IT systems, staff development, premises, etc.

Performance (5 mins)

- 20 What processes are in place to monitor and manage your performance?**

*Probe: which processes are their own and which are the prime provider(s),
Effectiveness of what is in place,
Do they monitor the quality of delivery.*

- 21 How well are you performing to date against the targets in your contract?
Identify any specific challenges / plans to address these (including changes to systems and processes) / implications of underperformance.

- 22 How do you find the process for claiming and evidencing job outcomes from your prime provider(s)?
*How straightforward is the process? Are they able to claim all their job outcomes?
How is evidence checked / challenged and is this appropriate?*

Working with DWP (5 mins)

- 23 Do you have any direct contact with DWP or are communications channeled through your prime provider(s)?
*Probe for details if have any direct contact with DWP.
What impact does working via a prime model rather than directly with DWP have on the way you work (in terms of internal processes / systems and the level / type of support you provide)?*

- 24 Do you work directly with JCP in the delivery of Work Choice?
*Prompt: DEAs, TPPMs, Access to Work Specialist Advisory Team and Contact Centre.
What impact do these relationships have on the way you work (in terms of internal processes / systems and the level / type of support you provide)?*

Overall impact (5 mins)

- 25 Overall, what impact do you feel the new DWP commissioning model has had on your ability to successfully deliver Work Choice?

- 26 Overall, what impact do you feel the new DWP commissioning model has had on your organisation?**

*Probe: has it created barriers or opportunities?
How have you responded?*

Have you sought to change your business model or capacity to better meet DWP's commissioning principles?

- 27 What are your future intentions with regard to DWP commissioned Welfare to Work provision?**

Do you intend to try to expand your involvement in Work Choice / other programmes in the future?

Evaluation of the Work Choice Specialist Disability Employment Programme

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

C.3 Unsuccessful or Non Bidding Organisation topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Unsuccessful bidders are providers who bid as either a prime or a subcontractor but were completely unsuccessful (i.e. did not then join another bid or achieve success in another CPA).

Non bidders are providers who did not form part of any bids (but did previously provide Work Preparation or WORKSTEP).

In the interview, focus on specifics and getting examples of what the impact has been on the organisation and what they are doing about this.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of the effect of DWP commissioning on specialist disability employment programmes.
- We want to ask about the experience and destination of their organisation following the DWP Work Choice commissioning process.
- The interview will last a maximum of 30 minutes.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.

Evaluation of the Work Choice Specialist Disability Employment Programme

- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Organisational profile

- 1 What is your organisation's type?
Prompt: public, private, third sector.
- 2 Do you specialise in working with a particular disability group or any other particular groups of people?
Prompt: learning disability, Deaf people, Armed Forces, ex-offenders, people with drug/alcohol issues, etc.
- 3 Does your organisation run a supported business?
If yes, probe for details and whether this is a part or the entirety of the organisation.
- 4 What is your organisation's size?
Probe in terms of turnover and approximate numbers of employees.
- 5 What is your geographical coverage?
- 6 Do you cover urban and/or rural areas?
- 7 Did you previously provide WORKSTEP?
If yes, probe for number and geography of customers supported (just overview, not detail).
- 8 Did you previously provide Work Preparation?
If yes, probe for number and geography of customers supported (just overview, not detail).

If no to Q7 and 8:

- 9 What employment related or other relevant service provision have you previously provided?
Probe for details and number and geography of customers supported.

Work Choice commissioning experience

I would now like to ask some questions about the commissioning model used for Work Choice and how your organisation responded. As you will be aware, Work Choice is the first specialist disability employment programme to be procured under the DWP's Commissioning Strategy, which introduced:

- *Larger, longer contracts for providers*
- *Prime provider model*
- *Outcome-based funding*
- *Limited prescription from DWP ('Black Box' model)*

10 Did you seek to become a prime provider for the Work Choice Programme?

If no to Q10:

11 What were the reasons why you didn't bid?

*Prompt: revenue too low, financial risk too high, did not fit with company ethos, etc.
Probe whether they ever considered bidding and, if so, why they decided not to.*

[Interviewer note: for many organisations, subcontracting will represent their natural level in the market and so for these there will be little to explore in this question]

If yes to Q10:

12 Where did you bid to become a prime provider?

May be in more than one area so probe for details of all.

13 At what stage were you unsuccessful?

Explore details for each bid if more than one made.

14 What do you think the reasons were for your lack of success?

Prompt if necessary: level of investment required, geographical coverage required, level of financial risk, inability to organise appropriate supply chain, etc.

15 Did you seek to become a subcontractor for the Work Choice Programme?

If no to Q15:

16 What were the reasons why you didn't bid?

Prompt: financial risk too high, did not fit with company ethos, terms and conditions from the prime not acceptable, funding or revenue too low, etc.

Probe whether they ever considered bidding and, if so, why they decided not to.

If yes to Q15:

17 What subcontracting avenues did you pursue?

18 At what stage were you unsuccessful?

Probe for whether they were unsuccessful with the prime or whether the supply chain bid was unsuccessful with DWP.

Evaluation of the Work Choice Specialist Disability Employment Programme

19 What do you think the reasons were for your lack of success?

Prompt if necessary: level of investment required, geographical coverage required, level of financial risk, inability to agree terms with prime, etc.

Work Choice commissioning impact and destination

20 In general, what impact do you feel the new DWP commissioning model has had on your organisation?

Probe: has it created barriers or opportunities? How have you responded?

21 Have you sought to change your business model or improve your organisation's capability in order to meet DWP's commissioning principles?

If no, why not?

If yes, how? Probe around following areas: supply chain management (for primes), improved performance (more job outcomes), partnership working, investment in staff capability, financial strength/access to capital.

How successful has this been?

22 What other employment related services do you currently provide (and to which other groups), and who commissions them?

23 What are your future intentions with regard to DWP commissioned Welfare to Work provision?

Do you intend to try to:

a enter the supply chains for Work Choice in the future? For example, to deliver on behalf of another subcontractor? If not, why not?

b provide other programmes? For example, to get involved in the Work Programme as a subcontractor? If not, why not?

If neither, what other sectors or types of work do you intend to turn to and why?

24 How do you think the fact that you are not involved in the provision of Work Choice will impact on the future of your organisation?

Probe: will this affect delivery of other support employment provision?

25 How do you think the fact that you are not involved in the provision of Work Choice will impact on the future of service delivery for customers?

Probe: will your specialism/s be lost or replaced by someone else? Are there particular customer groups/types you feel will get a better or worse service and why?

26 In general, how commercially attractive is the DWP commissioned Welfare to Work sector at present?

Probe for reasons.

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

C.4 Supply Chain Leaver topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Supply chain leavers are any providers who have left any part of a successful supply chain (and so could include both prime providers and subcontractors).

Non bidders are providers who did not form part of any bids (but did previously provide Work Preparation or WORKSTEP).

In the interview, focus on specifics and getting examples of what the impact has been on the organisation and what they are doing about this.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of the effect of DWP commissioning on specialist disability employment programmes.
- We want to ask about the experience and destination of their organisation following the DWP Work Choice commissioning process.
- The interview will last a maximum of 30 minutes.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Evaluation of the Work Choice Specialist Disability Employment Programme

Organisational profile

- 1 What is your organisation's type?
Prompt: public, private, third sector.
- 2 Do you specialise in working with a particular disability group or any other particular groups of people?
Prompt: learning disability, Deaf people, Armed Forces, ex-offenders, people with drug/alcohol issues, etc.
- 3 Does your organisation run a supported business?
If yes, probe for details and whether this is a part or the entirety of the organisation.
- 4 What is your organisation's size?
Probe in terms of turnover and approximate numbers of employees.
- 5 What is your geographical coverage?
- 6 Do you cover urban and/or rural areas?
- 7 Did you previously provide WORKSTEP?
If yes, probe for number and geography of customers supported (just overview, not detail).
- 8 Did you previously provide Work Preparation?
If yes, probe for number and geography of customers supported (just overview, not detail).

If no to Q7 and 8:

- 9 What employment related or other relevant service provision have you previously provided?
Probe for details and number and geography of customers supported.

Work Choice commissioning experience

I would now like to ask some questions about the commissioning model used for Work Choice and how your organisation responded. As you will be aware, Work Choice is the first specialist disability employment programme to be procured under the DWP's Commissioning Strategy, which introduced:

- *Larger, longer contracts for providers*
- *Prime provider model*
- *Outcome-based funding*
- *Limited prescription from DWP ('Black Box' model)*

- 10 Did you seek to become a prime provider for the Work Choice Programme?

Evaluation of the Work Choice Specialist Disability Employment Programme

If no to Q10:

11 What were the reasons why you didn't bid?

*Prompt: revenue too low, financial risk too high, did not fit with company ethos, etc.
Probe whether they ever considered bidding and, if so, why they decided not to.*

[Interviewer note: for many organisations subcontracting will represent their natural level in the market and so for these there will be little to explore in this question]

If yes to Q10:

12 Where did you bid to become a prime provider?

May be in more than one area so probe for details of all.

13 At what stage did you decide not to proceed with the contract(s)?

Probe: what were the reasons for this?

Explore details for each bid if more than one made.

14 Did you seek to become a subcontractor for the Work Choice Programme?

If no to Q14:

15 What were the reasons why you didn't bid?

Prompt: financial risk too high, did not fit with company ethos, terms and conditions from the prime not acceptable, funding or revenue too low, etc.

Probe whether they ever considered bidding and, if so, why they decided not to.

[Interviewer note: if didn't bid as a prime and/or sub they are a non-bidder rather than supply chain leaver. Continue to use this topic guide but record interview type as non-bidder]

If yes to Q14:

16 Were you successful with your bid?

Probe for details of subcontract.

17 Have you since left the supply chain?

Probe: when did you leave the supply chain?

Probe: what were the reasons for this? Prompt if necessary: level of investment required, geographical coverage required, level of financial risk, inability to agree terms with prime, etc.

[Interviewer note: critical we get this information from every respondent]

Work Choice commissioning impact and destination

18 In general, what impact do you feel the new DWP commissioning model has had on your organisation?

Probe: has it created barriers or opportunities? How have you responded?

19 Have you sought to change your business model or improve your organisation's capability in order to meet DWP's commissioning principles?

If no, why not?

If yes, how? Probe around following areas: supply chain management (for primes), improved performance (more job outcomes), partnership working, investment in staff capability, financial strength/access to capital.

How successful has this been?

Evaluation of the Work Choice Specialist Disability Employment Programme

- 20 What other employment related services do you currently provide (and to which other groups), and who commissions them?
- 21 What are your future intentions with regard to DWP commissioned Welfare to Work provision?
Do you intend to try to:
- c enter the supply chains for Work Choice in the future? For example, to deliver on behalf of another subcontractor? If not, why not?*
 - d provide other programmes? For example, to get involved in the Work Programme as a subcontractor? If not, why not?*
If neither, what other sectors or types of work do you intend to turn to and why?
- 22 How do you think the fact that you are not involved in the provision of Work Choice will impact on the future of your organisation?
Probe: will this affect delivery of other support employment provision?
- 23 How do you think the fact that you are not involved in the provision of Work Choice will impact on the future of service delivery for customers?
Probe: will your specialism/s be lost or replaced by someone else? Are there particular customer groups/types you feel will get a better or worse service and why?
- 24 In general, how commercially attractive is the DWP commissioned Welfare to Work sector at present?
Probe for reasons.

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

Technical appendix D

Steady State Wave case study

research topic guide

D.1 Participant (customer) topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of Work Choice and explore the impact of the new programme on this area of specialist provision.
- We want to ask about their experiences and views of the programme.
- The interview will last a maximum of 45 minutes (30 minutes if customer has a severe learning disability and we are also talking to their support worker about them).
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- All data will be treated in the strictest confidence and held securely.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Evaluation of the Work Choice Specialist Disability Employment Programme

Background

Make a note (verbally if recording interview) of the interviewee's gender and then ask:

- 1 How old are you?
- 2 What is your ethnicity?
(Show card of options)
- 3 What is your highest level of qualification?
- 4 What disability and/ or health conditions do you have?
If mental health condition probe re: contact with secondary mental health service
If Learning Disability probe re: contact with LA adult social care (social worker)
- 5 How does your condition / disability affect you at work / looking for work?
- 6 Do you receive any benefits?
Prompt: JSA, ESA, IB, DLA, etc.
- 7 Do you have regular contact with Jobcentre Plus?
- 8 Have you been on any employment programmes in the past?
Prompt: Workstep, Work Prep, Pathways, Work Programme etc.
Probe for details.

Work Choice understanding

- 9 Have you heard of Work Choice?
May need to specify that 'this is the support you get from [provider organisation or support worker name]'.
Prompt: how did you first hear about it?
- 10 What do you know about Work Choice?
Prompt: do you know what support is offered through Work Choice?
How did you find out this information?
- 11 Are you happy with the amount of information you have about Work Choice?
If not, what areas would you like to know more about?
- 12 Where would you go if you had any questions about Work Choice?

Work Choice support

- 13 How did you join the Work Choice programme?
Probe for details of when and how they were referred, and by whom.
If referred by Jobcentre Plus were any options of other programmes / types of support discussed?
Did they voluntarily choose to join the programme or do they perceive it as mandatory?
How quickly after agreeing to join Work Choice did they start receiving support? Were they happy with this time period?

Evaluation of the Work Choice Specialist Disability Employment Programme

- 14 Were you given a choice of organisations to go to for Work Choice support?
If yes, why did you choose this one?
- 15 How long have you been being supported through Work Choice?
- 16 Who is your Work Choice provider (the organisation that supports you at work/ looking for work)?
- 17 Are you in work or looking for work?

If Looking for Work go to Q 18, In Work go to Q 31

Looking for work:

- 18 How long have you been looking for work?
- 19 Have you been employed before?
- 20 What type of work are you looking for?
- 21 Why do you want to find work?
- 22 What are you doing to try to find work?
Probe: are these things your Work Choice provider has suggested / is helping you to do?
- 23 What (other) support do you get through Work Choice to help you find work?
Has this changed over time? If so, how?
- 24 Roughly how many hours support a week do you get?
Has this changed over time? If so, how?
- 25 How long do you think this help will be available?
*Do you think this will be long enough to help you find work?
If not, how long do they think they would need? Why?*
- 26 How does the support you get from Work Choice help you?
What kind of support do you find most useful?
- 27 Do you think you get the right kind of support?
If no, what other type of support do you need?
- 28 Do you think you get the right amount of support?
If no, do you need more support or do you need less support?
- 29 Do you think the Work Choice support will help you find a job?
Probe why.
- 30 Do you think you could find a job without Work Choice support?
*Probe why.
If no, what do you think you would be doing if you were not on Work Choice?*
- 31 Once you have found a job do you think you will need support when you move into work?
*If yes what sort of support do you think you will need?
What do you think would happen if you did not get this support?*

Evaluation of the Work Choice Specialist Disability Employment Programme

In work:

32 What is your job?

33 How many hours a week do you work?

34 How long have you had this job?

35 How did you find this job?

If been employed for 12 months or less: clarify if their Work Choice provider helped them to find this job or gave them any other pre-work support.

If had pre-work Work Choice support:

36 What support did you get through Work Choice to help you get this job?

37 Which elements of that support were most helpful for you?

Probe why.

38 Do you think you would have got this job (or a similar type of job) without the Work Choice pre-work support?

Probe why.

39 Have you been employed before?

40 Why did you want to find work?

41 Are you happy in the job you are in? (i.e. does it match your skills and aspirations)

42 What do you think you would be doing if you didn't have this job?

43 What support do you currently get at work through Work Choice?

Try to clarify what support is from their Work Choice provider and what is from their employer.

Has this changed over time? If so, how?

44 Roughly how many hours support a month do you get from Work Choice?

Has this changed over time? If so, how?

45 How does the support you get from Work Choice help you?

What kind of support do you find most useful?

46 Do you think you get the right kind of support?

If no, what other type of support do you need?

47 Do you think you get the right amount of support?

If no, do you need more support or do you need less support?

48 Do you think the Work Choice support helps you to stay in work?

If yes, probe what elements in particular.

49 Do you think the Work Choice support helps you to progress at work?

If yes, probe what elements in particular.

50 Do you think you could stay in work / progress at work without Work Choice support?

Probe could they get this support from anywhere else, e.g. employer/Access to Work.

Development Planning (pre and in work)

- 51 Have you completed a development plan with your Work Choice support worker?
Participant may only know this under another name, e.g. action plan or training plan.
- 52 How was it developed?
- 53 What does it cover?
- 54 How often is it reviewed?
- 55 What is good about the development plan?
- 56 What could be better about the development plan?

Work Programme comparison (for anyone previously on Work Programme)

- 57 What, if anything, is different about the support you get through Work Choice as compared to the support you got on the Work Programme?
- 58 What, if anything, is similar about the support you get through Work Choice as compared to the support you got on the Work Programme?
- 59 Do you think Work Choice will help you more or less to get a job / keep your job (as appropriate) than Work Programme?
Probe why and how (specific elements of support).

The future

- 60 What would you like to see happen in the future in terms of work?
*Find a job, retain current job, move to a new job, work independently without support, etc.
Probe why.*
- 61 Do you think that Work Choice will help you work towards this?
Probe how (specific elements of support).
- 62 Has moving off Work Choice into open (unsupported) employment ever been discussed with you?
*If yes, probe for details.
What was discussed?
Who raised it (them, their support worker, their employer, etc)?
How do they feel about it?*

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Give them £20 of shopping vouchers and get them to complete a receipt.
- Thank them for their time.

D.2 Prime and Subcontracting Provider Manager topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

The questions that are in bold are considered priority questions (including probes).

If short on time, the questions highlighted in dark grey are those that should be excluded first.

Consider excluding questions highlighted in light grey if you need to make up further time.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of Work Choice and explore the impact of the new programme on this area of specialist provision.
- We want to ask about their experiences and views of the programme.
- The interview will last a maximum of 1 hour.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- All data will be treated in the strictest of confidence and held securely.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Background (max 5 mins)

- 1 What is your role?
- 2 How long have you been in this role (and with the organisation)?
- 3 **How is your organisation involved in Work Choice?**
[Overview only] Probe: are you a prime provider or subcontractor in CPA X?
- 4 How large a part of your organisation's business is Work Choice?
- 5 **What other programmes/ income streams does your organisation have?**

Referrals and participant suitability (10-15 mins)

- 6 **During year 2 of Work Choice, have you been receiving your expected referral volumes?**
If not, probe for whether receiving more or less and why they think this might be.

If a prime:

7 What is the process for participant referrals?

Probe for an overview of:

- a) *how participants are referred to them (including how they work with DEAs and TPPMs)*
- b) *how they pass participants on to subcontractors.*

What is working well? Any issues/problems?

8 Do you work with Statutory Referral Organisations in relation to Work Choice referrals?

If no, why not? [Then skip to Q11]

9 How many SROs do you work with?

What type of organisation(s) are they? (PCT, LA, LEA, other)

What proportion of your referrals come from SROs?

Are you happy with this? Why?

How effective are your relationships/links with SROs?

What impact do SROs have on a) overall referral volumes and b) the profile of your participants?

What is working well?

What could be improved? (and any barriers to this)

10 Has your use of SROs changed in the last year?

If yes, how and why?

What impact has any change had on a) overall referral volumes and b) the profile of your participants?

11 Who do you consider suitable for the Work Choice programme?

Evaluation of the Work Choice Specialist Disability Employment Programme

12 Do you feel that all of the Work Choice participants referred to you are suitable for the programme?

If not, probe:

What proportion of your referred participants are unsuitable? Has this changed over the last year?

What typically makes them unsuitable?

How do you determine who is unsuitable?

How do you deal with unsuitable referrals (return them to JCP for example)?

13 Is your programme of Work Choice support more successful / suited to participants with some disability types more than others?

If so, which and why?

Are there any participant groups you feel would benefit from more, or a different kind of, support?

14 What proportion of your participants have moderate or severe learning disabilities and are in contact with social services (i.e. have a social worker)?

Has this changed over the last year? If so, how?

15 What proportion of your participants have severe and enduring mental health conditions (i.e. are in contact with Secondary Mental Health Services)?

Has this changed over the last year? If so, how?

16 Are your Work Choice participants aware that the programme is voluntary?

Are participants aware of the commitment they need to give to the programme?

Do all your participants want to work?

Has this changed over the last year?

Programme delivery overview (5 mins)

If a prime:

17 What is your Work Choice provision model?

Probe for details of services provided in-house and services subcontracted.

18 [If a delivering prime]: Do all your staff cover pre-work, in-work and employer work or do staff specialise?

Probe for reasons why they have chosen their staffing model.

Do they feel it is working well?

19 [If a delivering prime]: What has influenced the model of delivery you use?

Probe: evidence of what works from experience of delivery of previous specialist disability employment programmes / evidence of what works from other sources / best practice sharing amongst the supply chain / programme design (minimum levels of support, length of module 1, etc) / systems and processes / cost and the programme payment model / etc.

Evaluation of the Work Choice Specialist Disability Employment Programme

20 Do you require your subcontractors to use some / all of a specified delivery model?
If yes, what are your reasons for this requirement?
What has influenced the model of delivery you require your subcontractors to use?
Probe: evidence of what works from experience of delivery of previous specialist disability employment programmes / evidence of what works from other sources / best practice sharing amongst the supply chain / programme design (minimum levels of support, length of module 1, etc) / systems and processes / cost and the programme payment model / etc.

21 How do you work with supported businesses?

How do you allocate participants to supported businesses and how are they supported?
Are new participants placed in supported businesses on time limited agreements?
How effective are these relationships?
What impact do they have on participants?
What is working well? What could be improved? Any issues/problems?

If a subcontractor:

22 What has influenced the model of delivery you use for Work Choice?

Probe: specified by the prime / evidence of what works from experience of delivery of previous specialist disability employment programmes / evidence of what works from other sources / best practice sharing amongst the supply chain / programme design (minimum levels of support, length of module 1, etc) / systems and processes / cost and the programme payment model / etc.

23 Do all your staff cover pre-work, in-work and employer work or do staff specialise?
Probe for reasons why they have chosen their staffing model.
Do they feel it is working well?

Pre-work support (10-15 mins)

[Note to interviewer: if interviewing a non-delivering prime, rephrase following questions to focus on how their supply chain delivers]

24 In total, how many participants do you support through the Work Choice programme?

25 How do you support participants to look for work?

E.g. CV writing, confidence building, job searching, work placements, etc.

26 How do you identify what support is needed?

E.g. initial assessment, development planning, etc.

27 How much flexibility do you have in terms of what support you deliver?

28 How useful are the specified minimum levels of support?

Probe for reasons.

Are they aware of the new relaxation of the 8 hour work-related activity rule for the first four weeks of participation, to allow a more gradual induction to the programme, for the benefit of participants furthest from the labour market?

What impact do they think this will have on a) what they deliver and b) outcomes? Why?

Evaluation of the Work Choice Specialist Disability Employment Programme

29 Does participant choice influence what support is delivered?

Probe for how and to what extent.

30 Have you made any changes to your pre-work support model / methods over the last year?

If so, what and why?

31 Which elements of your current pre-work delivery / support do you feel contribute most to achieving job outcomes?

Probe for how they monitor and evaluate support (development plans, Distance Travelled, etc).

Probe for any differences in terms of what works depending on customer disability type.

32 What are the greatest barriers you currently face to achieving job outcomes?

Probe: minimum levels of support, length of module one, staff capacity (caseload), staff training and experience, processes and IT systems, the job market, participant work history, participant motivation, etc.

33 What process is in place for participants who have not found work after 6 months?

Probe: What proportion of your participants who have not found work after 6 months do you use an extension with?

Are you able to use an extension with all the participants you feel would benefit from this? If not, why not?

What proportion of your job outcomes are from participants who have been on the programme more than 6 months?

Are you aware of the increase in the extension time from 3 to 6 months (meaning a increase to a maximum of one year pre-work support)?

What impact do you think this will have on a) what you deliver and b) outcomes? Why?

In-work support (10-15 mins)

[Note to interviewer: if interviewing a non-delivering prime, rephrase following questions to focus on how their supply chain delivers]

34 How do you support participants in-work?

E.g. travel training, job coaching, mediating with employers, etc.

35 How do you identify what support is needed?

E.g. initial assessment, development planning, etc.

36 How much flexibility do you have in terms of what support you deliver?

37 How useful are the specified minimum levels of support?

Probe for reasons.

38 Does participant choice influence what support is delivered?

Probe for how and to what extent.

Evaluation of the Work Choice Specialist Disability Employment Programme

39 Have you made any changes to your in-work support model / methods over the last year?
If so, what and why?

40 Which elements of your current in-work delivery / support do you feel contribute most to successful progressions to open employment?

Probe for how they monitor and evaluate support (development plans, Distance Travelled, etc).

Probe for any differences in terms of what works depending on customer disability type.

41 What are the greatest barriers you currently face to achieving successful progressions to open employment?

Probe: employer support, participant capability, participant motivation, etc.

Impact (5 mins)

42 Do you believe any of your Work Choice participants would have secured employment without the support of Work Choice?

If yes, probe for an estimated proportion.

What is the profile of these participants?

43 What proportion of your current in-work participants do you feel would struggle to sustain employment without a period of initial in-work support?

What is the profile of these participants?

Probe: what is the key element of support being provided that you feel supports them to sustain employment?

How intensive is this support?

44 What proportion of your current in-work participants do you feel would struggle to sustain employment without ongoing in-work support?

What is the profile of these participants?

Probe: what is the key element of support being provided that you feel supports them to sustain employment?

How intensive is this support?

Working relationships with other Work Choice stakeholders (5-10 mins)

45 How do you work with the employers of your Work Choice participants?

Probe what information and support they provide to employers.

How would you describe your relationships with these employers?

What impact does this have on participants?

What is working well? What could be improved? Any issues/problems?

Evaluation of the Work Choice Specialist Disability Employment Programme

- 46 Do you pay financial incentives to any of your Work Choice participants' employers?
If yes, probe for type (historical financial subsidies or new 18-24 wage incentive) and proportion of employers these apply to.
If historical:
Are you working to reduce down your financial incentive payments?
How receptive are employers to this?
How do your reductions in payments to employers compare to DWP's reductions in payments to you? (Interested in where providers are making or losing money on this)
What impact is this process having on a) your organisation b) your relationship with employers and c) participants and their job security.
Probe what could be improved and any barriers to this.
If new 18-24 wage incentive:
What impact does it have on participants? Any issues/problems?
- 47 **Do you undertake any wider employer engagement activity?**
Has this changed over the last year? If so, how and why?
What impact does it have on participants?
What is working well? What could be improved? Any issues/problems?
- 48 Do you have any relationships with education and/or training providers for your Work Choice participants?
If yes, probe for details.
Have these changed over the last year? If so, how and why?
What impact do they have on participants?
What is working well? What could be improved? Any issues/problems?

To conclude (2-5 mins)

- 49 Overall, what do you think is working well and what could be improved?

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

D.3 Prime and Subcontracting Provider Support Worker topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of Work Choice and explore the impact of the new programme on this area of specialist provision.
- We want to ask about their experiences and views of the programme.
- The interview will last a maximum of 1 hour.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- All data will be treated in the strictest confidence and held securely.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Evaluation of the Work Choice Specialist Disability Employment Programme

Background

- 1 What is your role?
- 2 How long have you been in this role (and with the organisation)?
- 3 How are you involved in Work Choice?
- 4 How large a part of the work you do is related to Work Choice?

Referrals and participant suitability

- 5 Who do you consider to be suitable for the Work Choice programme?
- 6 Do you feel that all of the Work Choice participants referred to you are suitable for the programme?
If not, probe:
What proportion of your referred participants are unsuitable? Has this changed over the last year?
What typically makes them unsuitable?
How do you determine who is unsuitable?
How do you deal with unsuitable referrals (return them to JCP for example)?
- 7 Is your programme of Work Choice support more successful / suited to participants with some disability types more than others?
If so, which and why?
Are there any participant groups you feel would benefit from more, or a different kind of, support?
- 8 What proportion of your participants have moderate or severe learning disabilities and are in contact with social services (i.e. have a social worker)?
Has this changed over the last year? If so, how?
- 9 What proportion of your participants have severe and enduring mental health conditions (i.e. are in contact with Secondary Mental Health Services)?
Has this changed over the last year? If so, how?
- 10 Are your Work Choice participants aware that the programme is voluntary?
Are participants aware of the commitment they need to give to the programme?
Do all your participants want to work?
Has this changed over the last year? If so, how?

Experience of programme delivery

- 11 How many Work Choice participants could you be working with at any one time?
Has this changed (increased/decreased) over the last year?
Probe for whether these are module 1, 2 and/or 3 participants.

Evaluation of the Work Choice Specialist Disability Employment Programme

If support module 1 (pre-work) participants:

- 12 How do you support participants to look for work?
E.g. CV writing, confidence building, job searching, work placements, etc.
- 13 How do you identify what support is needed?
E.g. initial assessment, development planning, etc.
- 14 How much flexibility do you have in terms of what support you deliver?
- 15 How useful are the specified minimum levels of support?
Probe for reasons.
Are they aware of the new relaxation of the 8 hour work-related activity rule for the first four weeks of participation, to allow a more gradual induction to the programme, for the benefit of participants furthest from the labour market?
What impact do they think this will have on a) what they deliver and b) outcomes?
Why?
- 16 Does participant choice influence what support is delivered?
Probe for how and to what extent.
- 17 Have you made any changes to your pre-work support model / methods over the last year?
If so, what and why?
- 18 Which elements of your current pre-work delivery / support do you feel contribute most to achieving job outcomes?
Probe for how they monitor and evaluate support (development plans, Distance Travelled, etc).
Probe for any differences in terms of what works depending on customer disability type.
- 19 What are the greatest barriers you currently face to achieving job outcomes?
Probe: minimum levels of support, length of module one, capacity (caseload), your training and experience, processes and IT systems, the job market, participant work history, participant motivation, etc.
- 20 What process is in place for participants who have not found work after 6 months?
Probe: What proportion of your participants who have not found work after 6 months do you use an extension with?
Are you able to use an extension with all the participants you feel would benefit from this? If not, why not?
What proportion of your job outcomes are from participants who have been on the programme more than 6 months?
Are you aware of the increase in the extension time from 3 to 6 months (meaning a increase to a maximum of one year pre-work support)?
What impact do you think this will have on a) what you deliver and b) outcomes?
Why?

Evaluation of the Work Choice Specialist Disability Employment Programme

If support module 2 and 3 (in-work) participants:

- 21 How do you support participants in-work?
E.g. travel training, job coaching, mediating with employers, etc.
- 22 How do you identify what support is needed?
E.g. initial assessment, development planning, etc.
- 23 How much flexibility do you have in terms of what support you deliver?
- 24 Are you aware of the specified minimum levels of support?
How useful do you feel they are? Probe why.
- 25 Does participant choice influence what support is delivered?
Probe for how and to what extent.
- 26 Have you made any changes to your in-work support model / methods over the last year?
If so, what and why?
- 27 Which elements of your current in-work delivery / support do you feel contribute most to successful progressions to open employment?
Probe for how they monitor and evaluate support (development plans, Distance Travelled, etc).
Probe for any differences in terms of what works depending on customer disability type.
- 28 What are the greatest barriers you currently face to achieving successful progressions to open employment?
Probe: employer support, participant capability, participant motivation, etc.
- 29 Do you believe any of your Work Choice participants would have secured employment without the support of Work Choice?
If yes, probe for an estimated proportion.
What is the profile of these participants?
- 30 What proportion of your current in-work participants do you feel would struggle to sustain employment without a period of initial in-work support?
What is the profile of these participants?
Probe: what is the key element of support being provided that you feel supports them to sustain employment?
How intensive is this support?
- 31 What proportion of your current in-work participants do you feel would struggle to sustain employment without ongoing in-work support?
What is the profile of these participants?
Probe: what is the key element of support being provided that you feel supports them to sustain employment?
How intensive is this support?

Working relationships with other Work Choice stakeholders

32 How do you work with the employers of your Work Choice participants?

Probe what information and support they provide to employers.

How would you describe your relationships with these employers?

What impact does this have on participants?

What is working well? What could be improved? Any issues/problems?

Are there financial incentives? If so, what impact do these have?

33 Do you undertake any wider employer engagement activity?

Has this changed over the last year? If so, how and why?

What impact does it have on participants?

What is working well?

Probe for what could be improved and any barriers to this.

34 Do you have any relationships with education and/or training providers for your Work Choice participants?

If yes, probe for details.

Have these changed over the last year? If so, how and why?

What impact do they have on participants?

What is working well?

Probe for what could be improved and any barriers to this.

To conclude

35 Overall, what do you think it working well and what could be improved?

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

D.4 Supported Business topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of Work Choice and explore the impact of the new programme on this area of specialist provision.
- We want to ask about their experience of how the programme is operating and their views on its impact.
- The interview will last a maximum of 1 hour.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Background

- 1 Can you give me a general overview of the nature of your supported business and the number of staff?
Probe: Business type?
Is the supported business part of a larger organisation? If yes, probe for details e.g. Local Authority, part of a Work Choice Prime Provider?
Number of employees? How many of these are disabled?
Number of Work Choice supported employees? Number of protected places?
- 2 Do you feel that your business is fully integrated within the supply chain or external to it (i.e. do you operate Work Choice solely on the basis of protected places?)
Prompt: was the business named as part of the supply chain in the Prime Providers bid for Work Choice?
- 3 What form of contract do you have in place with the Prime Provider
Probe: formal sub contract, service level agreement?
- 4 Was your business originally set up as a supported business?
If not, how and why did you get involved in being a supported business (and Work Choice employer)?
- 5 Are you involved in any other employment support programmes?
Probe for details.

Work Choice referrals

- 6 How do you operate your protected places?
e.g. How many are filled, what happens when an employee progresses off the programme?
- 7 Who allocates your Work Choice participants to you and how?
- 8 Have you had any new referrals?
Probe for whether they have had more or less than they expected and why they think this is.
- 9 [If had any new referrals]: Are newly referred participants placed on fixed term contracts?
If yes, how do these contracts operate?
Probe when were they introduced, length of contract, what happens to the participant at the end of their contract?
What is the rationale for using fixed term contracts? Probe for views on effectiveness.
- 10 Who do you consider suitable for the Work Choice Programme?
- 11 Do you feel that all of the Work Choice participants referred to you are suitable for the Programme?
If not, probe: What proportion of your referred participants are unsuitable? Has this changed over the last year?
What typically makes them unsuitable?
How do you determine who is unsuitable?
How do you deal with unsuitable referrals (return them to Prime Provider for example)?

Evaluation of the Work Choice Specialist Disability Employment Programme

- 12 Is the Work Choice support offered through your supported business more successful / suited to Work Choice participants with some disability types more than others?
If so, which and why?
Are there any participant groups you feel would benefit from more, or a different kind of, support?
- 13 What proportion of your Work Choice employees have moderate or severe learning disabilities and are in contact with social services (i.e. have a social worker)?
Has this changed over the last year?
- 14 What proportion of your Work Choice employees have severe and enduring mental health conditions (i.e. are in contact with Secondary Mental Health Services)?
Has this changed over the last year?
- 15 Are your Work Choice employees aware that the programme is voluntary?
Are Work Choice participants aware of the commitment they need to give to the programme?
Do all your Work Choice participants want to work?
Has this changed over the last year?

Experience of programme delivery

- 16 What is your Work Choice delivery model?
What has influenced the model of delivery you use?
Probe: specified by the prime / evidence of what works from experience of delivery of previous specialist disability employment programmes / evidence of what works from other sources / best practice sharing amongst the supply chain / programme design (minimum levels of support, length of module 1, etc) / systems and processes / cost and the programme payment model / etc.
- 17 Who supports your Work Choice employees?
Probe whether they are supported by staff from the supported business or by a support worker from an external Work Choice provider organisation.

If Work Choice employees supported by staff from the supported business:

- 18 How do you deliver support to your Work Choice employees?
E.g. via workplace supervisors, via specific support workers etc
- 19 What types of support do you offer Work choice employees?
E.g. travel training, job coaching, etc.
- 20 How do you identify what support is needed?
E.g. initial assessment, development planning, etc.
- 21 How much flexibility do you have in terms of what support you deliver?
- 22 How useful are the specified minimum levels of support?
Probe for reasons.

Evaluation of the Work Choice Specialist Disability Employment Programme

- 23 To what extent does employee choice influence what support is delivered?
- 24 Have you made any changes to your support model / methods over the last year?
If so, what and why?
- 25 Which elements of your current support do you feel contribute most to successful progressions to open employment (i.e. off the Work Choice Programme)?
Probe for how they monitor and evaluate support (development plans, Distance Travelled, etc).
- 26 What are the greatest barriers you currently face to achieving successful progressions to open employment (i.e. off the Work Choice Programme)?
Probe: employer support, participant capability, participant motivation, etc.
- 27 Do you feel that movement out of your supported business is a realistic goal for your Work Choice employees? What proportion could achieve this?
- 28 For those you who could move to external employment, what proportion do you feel would struggle to sustain employment without initial in-work support?
Probe: what is the key element of support you feel would be needed to sustain employment?
- 29 For those you could move to external employment, what proportion do you feel would struggle to sustain employment without ongoing in-work support?
Probe: what is the key element of support you feel would be needed to sustain employment?
- 30 Are you given any support for delivery of Work Choice from the prime provider?
- 31 Overall do you think that the contact you have with the prime provider is beneficial/useful?
Probe: what is good about the contact you have with them? What could be improved?

If Work Choice employees supported by external Work Choice provider organisation(s):

- 32 Which provider organisation supports your Work Choice employees?
Explore whether they are all supported by the same provider organisation and if not what impact (if any) this has.
- 33 Are you aware of what support your Work Choice employees receive from the external provider(s)?
Probe for details: type of support, has this changed over last year?
- 34 How much contact time do your Work Choice employees have with the provider(s)?
(If relevant) Has this changed during the last year?
What is your view of this contact time?
What effect (if any) does it have on your Work Choice employees?
What effect (if any) does it have on your organisation?

Evaluation of the Work Choice Specialist Disability Employment Programme

- 35 What support do you or your staff give to your Work Choice employees?
Probe for if and how this differs from the support they give to all employees.
- 36 Do your Work Choice employees have formal development plans?
*If yes, are these drawn up by the Work Choice support provider?
Are you involved in development planning?
Probe for details and extent of involvement i.e. are you involved in agreeing the plans, setting objectives, monitoring progress etc?*
- 37 Which elements of the current Work Choice support do you feel contribute most to successful progressions to open employment (i.e. off the Work Choice Programme)?
Probe for how they monitor and evaluate support (development plans, Distance Travelled, etc).
- 38 What do you feel are the greatest barriers to achieving successful progressions to open employment (i.e. off the Work Choice Programme)?
Probe: employer support, participant capability, participant motivation, etc.
- 39 Do you feel that movement out of your supported business is a realistic goal for your Work Choice employees? What proportion could achieve this?
- 40 For those you could move to external employment, what proportion do you feel would struggle to sustain employment without initial in-work support?
Probe: what is the key element of support you feel would be needed to support them to sustain employment?
- 41 For those you could move to external employment, what proportion do you feel would struggle to sustain employment without ongoing in-work support?
Probe: what is the key element of support you feel would be needed to support them to sustain employment?
- 42 Overall do you think that the contact you have with the Work Choice support provider is beneficial/ useful?
Probe: what is good about the contact you have with them? What could be improved?

Working relationships with other Work Choice stakeholders

- 43 Do you undertake any employer engagement activity?
*Has this changed over the last year? If so, how and why?
How effective is this engagement?
What impact does it have on Work Choice employees?
Probe for what could be improved and any barriers to this.*
- 44 Do you have any relationships with education and/or training providers for your Work Choice employees?
*If yes, probe for details.
Have these changed over the last year? If so, how and why?
How effective are these relationships?
What impact do they have on Work Choice employees?
Probe for what could be improved and any barriers to this.*

To conclude

45 Overall, what do you think is working well and what could be improved?

46 How do you envisage being involved in Work Choice in the future?

Probe: If they feel they will not be involved after protected places are lost what impact will this have on future of supported business and its employees?

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

D.5 Employer topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of Work Choice and explore the impact of the new programme on this area of specialist provision.
- We want to ask about their experiences and views of the programme.
- The interview will last a maximum of 45 minutes and likely less.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- All data will be treated in the strictest confidence and held securely.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Background

- 1 Can you give me a general overview of the nature of your business and the number of staff?
Probe: Public/ private / third sector?
Number of sites?
Number of employees?
Number of Work Choice supported employees? Has this changed over the last year?
Disability type(s) of your Work Choice supported employee(s)?
Did you have employees supported by Workstep previously?
- 2 How did you get involved in being a Work Choice employer?
If due to a Work Choice provider actively contacting them, do you think you would have heard about Work Choice / got involved without this contact?
If due to being a Workstep employer previously, when and how did you get involved in this?
- 3 Why did you get involved in Work Choice?
Probe: to fill vacancies, promotion of equal opportunities, positive PR, financial incentives, etc.
- 4 Do you feel your organisation gains from involvement in Work Choice?
If yes, probe what and why.
- 5 Are you involved in any other employment support programmes?
Probe for details.

Work Choice understanding

- 6 Can you tell me what you know about the aims of the Work Choice programme?

Work Choice is a specialist disability employment programme which aims to offer a flexible, modular and tailored suite of support to help disabled people find and keep work. It also aims to offer support to the employers of Work Choice customers.

- 7 Who do you think Work Choice is aimed at?

DWP guidance describes Work Choice candidates as people who have complex work-related support needs arising primarily from disability which cannot immediately be overcome through workplace adjustments or support from other DWP programmes such as Access to Work.

- 8 Do you feel that all your employees currently supported by Work Choice should be on the programme?
Probe why/why not.
- 9 What information have you been given about the Work Choice programme and the support offered by Work Choice providers?
Probe for sources (JCP/specific providers) and methods of communication (leaflets/visits from providers/etc).
Explore whether Work Choice providers have tried to actively engage them to try to get placements or jobs for their clients.

Evaluation of the Work Choice Specialist Disability Employment Programme

10 Are you happy with the amount of knowledge you have about Work Choice?
If not, what areas would you like to know more about?

11 Where would you go if you had any questions about Work Choice?

Experience and views on programme delivery

12 Which provider organisation supports your Work Choice employee(s)?
If have more than one Work Choice employee, explore whether they are all supported by the same provider organisation and if not what impact (if any) this has.

13 Are you aware of what type of support your Work Choice employee(s) receives from their Work Choice provider(s)?
Probe for details: type of support, has this changed over last year?
[If multiple Work Choice employees/providers, probe for any differences]

14 How much contact time does your Work Choice employee(s) have with their Work Choice provider(s)?
Has contact time changed during the last year? If so, how?
What is your view of this contact time?
What effect (if any) does it have on your Work Choice employee(s)?
What effect (if any) does it have on your organisation?
[If multiple Work Choice employees/providers, probe for any differences]

15 What support do you or your staff give to your Work Choice employee(s)?
Probe for if and how this differs from the support they give to all employees.

16 Does your Work Choice employee(s) have a formal development plan?
If yes, are these drawn up by the Work Choice provider organisation?
Are you involved in development planning?
Probe for details and extent of involvement i.e. are you involved in agreeing the plans, setting objectives, monitoring progress etc?
[If multiple Work Choice employees/providers, probe for any differences]

17 Are you aware that Work Choice aims to support people to progress into open (unsupported) employment where possible?
If yes, how does your Work Choice employee(s) provider(s) help them move towards this?
Are you involved in helping your Work Choice employee(s) to progress? Probe for details and extent of involvement.

18 Do you feel that progression to open employment is a realistic goal for your supported employee(s)?
If multiple employees and more realistic for some than others, probe why (e.g. disability type).
What effect do you think this would have on your Work Choice employee(s)?
What effect do you think this would have on your organisation?

Evaluation of the Work Choice Specialist Disability Employment Programme

- 19 Does your Work Choice provider offer you or your other staff appropriate support for dealing with any Work Choice issues?
(e.g. help understanding disability related issues, issues with your Work Choice employee and their support requirements etc)
Probe why they feel it is/isn't useful. Which aspects in particular?
Has this changed during the last year?
Probe for details of any other support they would like to see offered to them.
- 20 Do you receive any financial support through Work Choice?
If yes probe for details (some indication of what this support is for, has it changed over the last year, is it time limited, any views on withdrawal of financial support inc likely impact)
- 21 Do you think you would have offered a job to your current Work Choice employee(s) without the support of Work Choice?
If no, what is the main area(s) of support that made you feel able to offer employment?
Probe direct support to employee, support for them as employer, financial support?
Probe specifics of why this support helps.
- 22 What effect do you think Work Choice support has had on your Work Choice employee(s)
Probe: job sustainment i.e. would they be able to maintain employment without support, participant development and progression towards open (unsupported) employment.
Probe for specifics of which elements of support have the greatest effect and why.
Probe for details of any other support they would like to see offered to their Work Choice employee(s).
- 23 Overall do you think that the contact and support from your Work Choice provider(s) is beneficial/ useful?
Probe: what is good about the contact you have with them? What could be improved?
- 24 Do plan to continue being involved in Work Choice? If not why?

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

D.6 Statutory Referral Organisation topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Guide to only be used with SROs who have made referrals to the Work Choice programme.

SROs who have not made referrals should complete a separate 'mini interview' instead.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of Work Choice and explore the impact of the new programme on this area of specialist provision.
- We want to ask about their experiences and views of the programme.
- The interview will last a maximum of 45 minutes.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- All data will be treated in the strictest confidence and held securely.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- Explicitly ask for consent to turn on the recorder.
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Background

- 1 What is your post within [referral organisation]?
- 2 What type(s) of individuals does your organisation (or team if more appropriate) work with?
*Probe what range of disabilities their clients may face and how common this is.
Specifically check if they work with clients who have moderate or severe learning disabilities and are in contact with social services (i.e. have a social worker). Probe for proportion.
Specifically check if they work with clients who have severe and enduring mental health conditions (i.e. are in contact with Secondary Mental Health Services). Probe for proportion.*
- 3 How did you become a Referral Organisation for Work Choice?
*Were they approached by a provider, or vice versa?
What did the process of becoming a Work Choice referral organisation involve?
How long have they been a Work Choice referral organisation?*

Work Choice understanding

- 4 What do you understand to be aims and objectives of the Work Choice programme?
- 5 Who do you think Work Choice is aimed at?
*What do you understand to be the eligibility criteria?
Probe for views on appropriateness of the eligibility criteria.*
- 6 What information and guidance have you received on Work Choice and your role as a referral organisation?
Probe for who provided this and when.
- 7 Are you happy with the amount of knowledge you have about Work Choice?
*Probe do you have enough to fulfil your role as a referral agency?
If no, what areas would you like to know more about? Who would you approach for more information?*

Experience of making referrals

- 8 (Approximately) How many people have you referred to the Work Choice programme to date?
- 9 [If only referred a small number of people] Are there any particular reasons/barriers that have stopped you from referring more of your clients?

Probe:

- Providers are not engaging with you due to their already sufficient numbers of referrals from JCP
- Lack of information about Work Choice
- Lack of information on how referrals should be made
- Concerns that support on Work Choice Programme would not be sufficient due to how the programme is designed
- Concerns that particular providers who support the customers would not provide adequate support.

Evaluation of the Work Choice Specialist Disability Employment Programme

- 10 What referral process did you follow?
Probe for views on this process, particularly what worked well and any improvements they could suggest.
- 11 Which Work Choice provider(s) have you referred people to?
- 12 Is there a choice in terms of Work Choice providers you can refer clients to?
Probe: can they just refer clients to the provider who 'recruited' them as an SRO or to other local providers as well?
- 13 [If have a choice of where to refer] How do you decide which provider(s) to refer to?
Probe: is there a particular process that you go through?
Do you have particular providers that you prefer to work with?
Do you have sufficient knowledge about the providers you can refer to? If no, what would you like to receive?
- 14 What disability / disabilities have the people you have referred to Work Choice typically had?
Prompt: learning difficulties, mental health conditions, physical disabilities
- 15 Why did you decide to refer these individuals to Work Choice?
- 16 How easy is it to assess eligibility / suitability for the Work Choice programme?
What works well and what could be improved?
Do they follow guidance? If so what? (If possible, establish if they use the DWP guidance or provider created guidance)
- 17 Have you been able to refer all the people you have wanted to Work Choice?
If no, why not?
Probe for barriers (e.g. cap on number of referrals they can make, process deterring them from referring more, eligibility criteria causing a barrier) and detail of these.
Probe for approximate numbers of people they would like to have referred that they have not been able to refer.
- 18 How many of your clients are you likely to refer to Work Choice in future?
If a greater or smaller number than to date, probe for reasons for the expected increase or decrease?

Experience post-referral

- 19 Do you have any ongoing relationship with clients following referral?
If yes, probe for details.
Do they feel they should have an ongoing relationship? Why?
- 20 Have you experienced any problems with any of your Work Choice referrals? E.g. Have you had any participants referred back to you for any reason?
If yes, probe for details

Evaluation of the Work Choice Specialist Disability Employment Programme

21 Have you had to deal with any issues or concerns raised by any Work Choice participants about provision?

If yes, what and how did you deal with it?

What was the process for dealing with this?

Do you feel this was effective?

What could be improved?

22 What effect do you feel that Work Choice support has had on your clients so far?

Probe: have any moved into work (or moved closer to the labour market)?

If yes, do you feel this still would have happened without Work Choice support?

What support would these clients have received in the absence of Work Choice?

Working relationships with other Work Choice stakeholders

23 Do you have any links with Jobcentre Plus or DWP staff related to Work Choice or provision of other employment support?

If no, do they feel this would be useful? Why?

If yes, probe which staff, when they would work/communicate with them and effectiveness and impact of these relationships.

Probe for what could be improved.

To conclude

24 What do you think is working well in terms of referrals to the Work Choice programme?

Probe for what could be improved.

Do you think there is any added benefit to organisations like yours being able to make referrals to the programme (as opposed to just JCP being able to make referrals)? Probe what and why.

25 What do you think is working well in terms of Work Choice programme support?

Probe for what could be improved.

Do you think there is any added value to Work Choice support over other support you can provide or refer to? Probe what and why.

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

D.7 Statutory Referral Organisation mini interview topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Guide to only be used with SROs who have not made referrals to the Work Choice programme.

SROs who have made referrals should complete the standard SRO topic guide instead.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of Work Choice and explore the impact of the new programme on this area of specialist provision.
- We want to ask about their experiences and views of the programme.
- The interview will last a maximum of 15 minutes.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- All data will be treated in the strictest confidence and held securely.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Explicitly ask for consent to turn on the recorder.**
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Background

- 1 Are you aware that you are registered as a Statutory Referral Organisation (i.e. that you are able to refer eligible people with disabilities to Work Choice providers for employment support?)

[Interviewer note: A Statutory Organisation is an organisation (e.g. Local Authority Social Services, Secondary Mental Health Services) who can directly refer suitable disabled people to Work Choice. Statutory Referral Organisations are likely to support people with learning disabilities and/ or mental health conditions, who might not visit or contact a Jobcentre Plus office and therefore would not normally come into contact with DEA services].

- 2 What (if anything) do you know about Work Choice?
Probe: who do you think is suitable/eligible for Work Choice?
- 3 Do you have any clients who you think might be eligible for Work Choice and would benefit from the programme?

[Interviewer note: Eligible Work Choice participant must be of working age and disabled as defined by the Equality Act 2010. Suitable candidates for Work Choice: experience complex work-related support needs arising primarily from disability; AND have requirements in work which cannot immediately be overcome through workplace adjustments which are required under the Equality Act 2010 and/or by Access to Work support; AND need support in work as well as help with finding work, AND cannot be helped through other DWP programmes; AND following employment support during Module One of the programme, expect to be able to work for a minimum of 16 hours per week].

- 4 [If have some potentially eligible clients] Approximately how many of your clients do you think would be eligible for the Work Choice programme?
- 5 What do you feel you would need to happen for you to make referrals in the future e.g. further information on the programme, your role as a Statutory Referral Organisation, provider organisation, or referral process?
Probe if necessary: do you have sufficient information on how the referral process works and who you would need to refer to?
- 6 What internal processes would you have to put in place to enable clients to be referred onto the programme?
- 7 If these things were in place how likely do you think it would be to make referrals?
Probe: if not likely, why?

Ask all who have not made referrals but are aware of Work Choice

- 8 Overall, do you feel like you have sufficient knowledge about the Work Choice programme?
- 9 Do you feel like you have sufficient knowledge as to what your role as an SRO involves?

Evaluation of the Work Choice Specialist Disability Employment Programme

10 Are there any particular reasons/barriers that have stopped you from referring your clients on?

Probe:

- Lack of information about Work Choice
- Lack of information on how referrals should be made
- Concerns that support on Work Choice Programme would not be sufficient due to how the programme is designed
- Concerns that particular providers who support the customers would not provide adequate support.
- Lack of engagement from provider(s) (probe: for possible reasons for this, if known)

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

D.8 Disability Employment Adviser topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Questions in grey are only for interviews with JCP staff in Right to Control areas.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of Work Choice and explore the impact of the new programme on this area of specialist provision.
- We want to ask about their experiences and views of the programme.
- The interview will last a maximum of 1 hour.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- All data will be treated in the strictest confidence and held securely.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Explicitly ask for consent to turn on the recorder.**
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Evaluation of the Work Choice Specialist Disability Employment Programme

Background

- 1 What is your role?
- 2 How long have you been in this role (and with the organisation)?
- 3 How large a part of the work you do is related to Work Choice?
*Probe for details of their Work Choice related duties.
What are your duties other than Work Choice?*
- 4 How are you involved in Work Choice?
- 5 Are you involved in Right to Control delivery? If so, how?
- 6 Which groups of clients do you work with (e.g. JSA, IB, ESA claimants, any others?) and how are these people are referred to you?
*Probe who else in the Jobcentre might deal with IB/ ESA customers, and who works with these claimants as and when they move to JSA.
[Interviewer note: aiming to explore which disabled claimants are routed to DEAs and if other advisers deal with specific groups of disabled claimants]*
- 7 Do you have any role in referring claimants to the Work Programme?

Experience of programme delivery

- 8 Who do you feel Work Choice is aimed at?
What are the eligibility criteria?
- 9 Is there clarity about who Work Choice should be for?
*Is guidance sufficient and clear?
Have the guidance updates improved or reduced clarity?*
- 10 How easy is it to assess customer eligibility / suitability for the programme?
Probe: do you think the right customers are being referred to Work Choice?
- 11 Do you feel that Work Choice is more successful / suited to participants with some disability types more than others?
*If so, which and why?
Are there any participant groups you feel would benefit from more, or a different kind of, support?*
- 12 What other programmes / provision besides Work Choice are available for disabled people?
Probe re: Access to Work, Work Programme, Right to Control, anything else?
- 13 Where does Work Choice fit with this other provision?
Probe re key differences and how Work Choice compares (added value / limitations).
- 14 How do you make decisions about customer referrals to Work Choice?
*Probe: guidance, particular impairments, availability of places (i.e. any limitation on referral numbers), customer choice, etc?
If referral limitation (cap) informs decision making, how does the process work, what impact does this have?
If also refer to other programmes (Work Programme, Right to Control) how do you decide which to refer to?*

Evaluation of the Work Choice Specialist Disability Employment Programme

Does the cap on Work Choice referrals affect Right to Control referrals (i.e. is customer preference / need or Work Choice referral limits more of an influence on Right to Control referrals)?

- 15 What proportion of your clients are you likely to refer to Work Choice?
Probe: approximately how many clients per month
Has this changed over the last year? If so, how and why?
How does that compare with other DEAs (in your office and/or district)?
- 16 Are you able to refer all the customers you feel would be appropriate for Work Choice to the programme?
If not, why not? Explore the barriers.
What happens to the customers who are not referred?
- 17 What proportion of those referred have moderate or severe learning disabilities and are in contact with social services (i.e. have a social worker)?
Has this changed over the last year? If so, how and why?
What proportion of these customers is offered Right to Control?
- 18 What proportion of those referred have severe and enduring mental health conditions (i.e. are in contact with Secondary Mental Health Services)?
Has this changed over the last year? If so, how and why?
What proportion of these customers is offered Right to Control?
- 19 Are people you refer to Work Choice aware that referral to the programme is voluntary?
- 20 What choice is there in terms of Work Choice providers to refer to?
Probe: Remploy or supply chain, etc.
- 21 How do you decide which provider(s) to refer to?
Do you consider support requirements of the participant?
Do you have particular providers that you prefer to work with?
Is the customer involved in this decision? Why and, if yes, how?
- 22 Do you have sufficient knowledge about the providers within the area(s) you cover?
Probe: how do you get information on providers?
Do you just have information on the prime?
Do you know which subcontractor a customer would be supported by and do you have information on them?
Has the amount of information you have about providers changed? If so, how?
- 23 What aspects of the referral process do you feel work particularly well?
What could be improved?
- 24 Have you experienced any problems with any of your Work Choice referrals? E.g. Have you had any participants referred back to you for any reason?
If yes, probe for details e.g. Is there a clear process for dealing with returned referrals, what happens if you disagree with provider re: participant suitability?
- 25 Do you have any ongoing relationship with customers following referral?
If yes, probe for details. Do they feel this is appropriate?

Evaluation of the Work Choice Specialist Disability Employment Programme

26 Have you had to deal with any issues or concerns raised by any Work Choice participants about provision?

If yes, what and how did you deal with it? What was the process for dealing with this? Do you feel this was effective?

27 If an individual that you refer to Work Choice does not get a job outcome by the end of module one, what happens to them?

Do they return to the DEA?

What feedback, if any, does the DEA get from the provider on what progress the customer has made?

What would the DEAs next steps for that customer be (refer them to another programme, etc)?

Working relationships with other Work Choice stakeholders

28 Do you have contact with Work Choice Providers?

If yes probe what this involves e.g. referral handovers, information about provider services etc. Explore effectiveness and impact of contact with providers.

Has this relationship changed since Work Choice began? If so, how and why?

What works well? What could be improved? Any issues?

29 Do you have any links with Statutory Referral Organisations?

If yes, what are they? Explore effectiveness and impact.

Do they feel the links (or lack of) are appropriate?

How does the role of SROs in referrals differ and work alongside yours?

30 Do you work with other DWP or Jobcentre Plus staff on Work Choice? If so which staff?

Probe understanding of other roles, when they would work/communicate with these other staff, effectiveness and impact of these relationships.

31 Are there effective communication links/ mechanisms in place to facilitate sharing of knowledge and good practice?

Probe: between JCP and providers / JCP staff / JCP staff and DWP.

Has this changed since Work Choice began? If so, how and why?

What works well? What could be improved? Any issues?

To conclude

32 What do you think is working well in terms of programme delivery?

Probe for what could be improved and how.

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

D.9 Third Party Provision Manager topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of Work Choice and explore the impact of the new programme on this area of specialist provision.
- We want to ask about their experiences and views of the programme.
- The interview will last a maximum of 1 hour.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- All data will be treated in the strictest confidence and held securely.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Explicitly ask for consent to turn on the recorder.**
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Evaluation of the Work Choice Specialist Disability Employment Programme

Background

- 1 What is your role?
- 2 How long have you been in this role (and with the organisation)?
- 3 How large a part of the work you do is related to Work Choice?
If relevant, what are your duties other than Work Choice? [brief overview but probe re: role in Work Programme]
Do they feel they have enough time and resource to spend on Work Choice?

Experience of programme delivery

- 4 How are you involved in Work Choice?
Check if have a role in a) monitoring / managing participant referrals, b) handling / resolving delivery issues, c) monitoring participant experience and / or d) monitoring performance.
Check area they are responsible for i.e. Jobcentre Plus District

[If involved in monitoring / managing participant referrals]:

- 5 What is your role in the referral process?
Probe for activities and frequency.
Do they have a role in referral volumes? Do they have a role in referral suitability?
- 6 How effective do you feel the current referral process is?
What works well? What could be improved? Any issues?
- 7 Have you made any changes to your methods for supporting/monitoring referrals and over the last year?
If so, what and why?
- 8 How much flexibility do you have in terms of how you support/monitor referrals?
Probe for views on appropriateness and impact of this.
- 9 How effective do you feel your current role in the referral process is?
What impact do you feel your role in referrals has had? Probe for examples.
What do you find works well? Probe for best practice.
What could be improved?

[If involved in handling / resolving delivery issues]:

- 10 What is your role in handling delivery issues?
Probe for examples of the type of issues raised, frequency, how (and by who) these were raised and addressed, are they involved in Provider Engagement Meetings?
- 11 Have you made any changes to your methods for handling delivery issues over the last year?
If so, what and why?

Evaluation of the Work Choice Specialist Disability Employment Programme

12 How effective do you feel your current role in handling delivery issues is?

What impact do you feel your role has had? Probe for examples.

What do you find works well? Probe for best practice.

What could be improved?

[If involved in monitoring participant experience]:

13 What is your role in participant experience?

Probe for activities and frequency. Do they collect and/or use customer feedback? How?

14 Have you made any changes to your methods for supporting/monitoring participant experience over the last year?

If so, what and why?

15 How much flexibility do you have in terms of how you support/monitor participant experience?

Probe for views on appropriateness and impact of this.

16 How effective do you feel your current role in participant experience is?

What impact do you feel your role in participant experience has had? Probe for examples.

What do you find works well? Probe for best practice.

What could be improved?

[If involved in monitoring performance]:

17 How do you monitor performance?

Probe for activities and frequency.

18 Have you made any changes to your performance monitoring methods over the last year?

If so, what and why?

19 How effective do you feel your current role in monitoring performance is?

What impact do you feel your role has had? Probe for examples.

What do you find works well? Probe for best practice.

What could be improved?

[All]:

20 What information do you use to perform your role?

Probe for MI, contract info, sources, systems, etc and how they use it

21 Is MI accessible, timely, useful?

What could be improved?

Evaluation of the Work Choice Specialist Disability Employment Programme

Working relationships with other Work Choice stakeholders

22 How effective are your working relationship with your prime provider(s) and Remploy?
Probe for reasons and impact.

23 Do you have any links with subcontractors?
*If yes, what? Probe for effectiveness and impact of these relationships.
If no, do you feel this is appropriate? Why?*

24 How effective are your working relationships with DWP staff (AMs, PMs and others as relevant) in relation to Work Choice?
*Probe for how these relationships work (if not already covered).
Probe for reasons for views on effectiveness, and impact.*

25 How effective are your working relationships with JCP staff (e.g. DEAs and others as relevant) in relation to Work Choice?
*Probe for how these relationships work (if not already covered).
Probe for reasons for views on effectiveness, and impact.*

26 Do you have any links with Statutory Referral Organisations?
*If yes, what? Probe for effectiveness and impact of these relationships.
If no, do you feel this is appropriate? Why?*

Provision

27 What other programmes / provision besides Work Choice are available for disabled people?
Probe re: Access to Work, Work Programme, local provision, anything else?

28 Where does Work Choice fit with this other provision?
Probe re key differences and how Work Choice compares (added value / limitations).

29 Are there any limitations to / gaps in provision for particular disabled people?
Probe what and why and if steps are being taken to address these.

To conclude

30 Overall what has been the impact of your role on Work Choice delivery/performance to date?

31 What do you think is working well and what could be improved?
Probe in terms of own role and views on Programme more generally.

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

D.10 DWP Performance Manager and Account Manager topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of Work Choice and explore the impact of the new programme on this area of specialist provision.
- We want to ask about their experiences and views of the programme.
- The interview will last between 30 minutes and 1 hour.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- All data will be treated in the strictest confidence and held securely.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Explicitly ask for consent to turn on the recorder.**
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Evaluation of the Work Choice Specialist Disability Employment Programme

Background

- 1 What is your role?
- 2 How long have you been in this role (and with the organisation)?
Probe for relevant experience.
- 3 How large a part of the work you do is related to Work Choice?
If relevant, what are your duties other than Work Choice? [brief overview but probe re: role in Work Programme]

Experience of programme delivery

- 4 How are you involved in Work Choice?
Probe for number of providers/ contracts/ size of area they are responsible for.
- 5 In relation to Work Choice, can I clarify whether you are involved in:
 - a) monitoring / managing performance?
 - b) service / provider development?
 - c) handling issues raised by Jobcentre Plus regarding providers?*[Just yes or no needed for each here – more questions on each relevant element below].*
- 6 [Referring to their previous answer] Do you feel the parameters of your Work Choice related role are appropriate?
Do they feel their role should cover more, less or different elements? Why?
- 7 Have there been any changes to the parameters of your Work Choice related role in the last year?
If yes, what and why?
What are their views on these changes?

If involved in performance monitoring / managing:

- 8 How do you monitor and manage performance?
Probe for activities and frequency.
- 9 Have you made any changes to performance management activity over the last year?
If so, what and why?
- 10 How much flexibility do you have in terms of how you manage performance?
What is working well and what could be improved?
- 11 How effective do you feel your current role is in the management of performance?
What impact do you feel your role has had? Probe for examples.
What is working well and what could be improved?

Evaluation of the Work Choice Specialist Disability Employment Programme

If involved in performance improvement / service development:

12 What is your role in performance improvement / service development?

Probe for activities and frequency.

13 Have you made any changes to your methods for supporting performance improvement / service development over the last year?

If so, what and why?

14 How effective do you feel your current role is in the improvement of performance and service development?

What impact do you feel your role in has had? Probe for examples.

What is working well and what could be improved?

15 What other activities are facilitated by DWP and/or providers to support performance improvement or service development within Work Choice?

Are these activities effective?

What is working well and what could be improved?

Probe:

Any specific examples of innovation or good practice in service delivery within Work Choice.

Any specific concerns re: areas which require development e.g. meeting the needs of participants with particular needs (e.g. brain injury) and / or those furthest from labour market.

16 What barriers, if any, do you feel exist to service improvement?

Probe for barriers caused by DWP and other barriers.

If involved in handling issues raised by Jobcentre Plus regarding providers :

17 What is your role in handling issues raised by Jobcentre Plus about providers?

Probe for examples of the type of issues raised, frequency, how these were addressed, are they involved in Provider Engagement Meetings?

18 How effective do you feel your current role is in terms of handling issues raised by Jobcentre Plus?

Probe for examples.

What is working well and what could be improved?

19 What information do you use to perform your role?

Probe for MI, contract info, sources, systems, etc and how they use it

20 Is the information you use accessible, timely, useful?

What is working well and what could be improved?

21 Do you use the findings of Provider Assurance Team (PAT) Assessments?

Probe why/why not.

If yes, explore how they use these, if not do they know who uses these and how?

Working relationships with other Work Choice stakeholders

22 How effective do you feel your working relationship is with your prime provider(s)?

Probe why:

What contributes to this?

What is working well?

Is there room for improvement? If yes, what and how?

23 Do you have any links with subcontractors?

If yes, what? Probe for effectiveness and impact of these relationships.

If no, do you feel this is appropriate?

[If AM]

24 How does your role differ from that of DWP Performance Managers

Probe for views on the appropriateness of the current split of responsibilities between role and effectiveness of linkages between them.

[If PM]

25 How does your role differ from that of DWP Account Managers

Probe for views on the appropriateness of the current split of responsibilities between role and effectiveness of linkages between them.

26 Do you work with any other DWP staff in relation to Work Choice?

Probe for how any links operate, effectiveness and impact of these relationships.

What is working well and what could be improved?

Are there other links they think would be useful that they are not currently making?

27 Do you work with JCP staff (e.g. TPPMs, DEAs and others as relevant) in relation to Work Choice?

Probe for how any links operate, effectiveness and impact of these relationships.

What is working well and what could be improved?

Are there other links they think would be useful that they are not currently making?

To conclude

28 Overall, what has been the impact of your role on Work Choice delivery been to date?

29 Overall, what has been the impact of your role on Work Choice performance been to date?

30 What do you think is working well and what could be improved?

Probe in terms of own role and views on Programme more generally.

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

Technical appendix E

Steady State Wave commissioning research topic guides

This element of the evaluation began with a quantitative survey. It is available upon request from DWP by contacting elizabeth.cole1@dwp.gsi.gov.uk

E.1 Supply Chain Provider topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of the effect of DWP commissioning on specialist disability employment programmes.
- The interview will last a maximum of 1 hour.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.
- Thank them for the useful information we have already recently obtained from their organisation through the survey. Explain that the purpose of this interview is to follow up on some of the areas in more detail. So there might appear to be some duplication but in the interview we are exploring things in further depth.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.

Evaluation of the Work Choice Specialist Disability Employment Programme

- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- Ask if they have any questions.

At the start of the recording:

- **Give the interview ID number.**
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- **Ask for verbal consent for recording the interview.**

Changes in supply chain involvement or make up

[If left any supply chains since the start of delivery]:

- 1 Can you tell me in more detail what the reasons were for this?
Prompt if necessary: inability to meet targets, lower referrals than anticipated, financial viability of contract, geographical coverage required, inability to agree terms with prime (or higher tier) contractor
Explore responses to fully understand why.

[If joined any supply chains since the start of delivery]:

- 2 Can you tell me in more detail what the reasons were for this?
- 3 How did you find the experience of joining supply chains after the start of Work Choice?
How did this compare to the process of joining supply chains prior to the start of Work Choice?
What was good and what could be improved?
[If joined more than one supply chain]:
Did the experience of joining supply chains vary?
If so, how?
What do you think was the reason for this variance? (e.g. different prime providers managing the process differently, different staff from the same prime provider managing the process differently, specific location factors, etc)

[If had any subcontractors leave their supply chain / stopped using any subcontractors since the start of delivery]:

- 4 Can you tell me in more detail what the reasons were for this?
Prompt if necessary: inability to meet targets, lower referrals than anticipated, financial viability of contract, geographical coverage required, inability to agree terms.

[If had any subcontractors join their supply chain / started using any new subcontractors since the start of delivery]:

- 5 Can you tell me in more detail what the reasons were for this?

[For primes only]:

- 6 Do you feel the current make up of your supply chain is appropriate and effective?
Do you have sufficient geographical coverage?
Do you have sufficient access to specialist provision as and when required?
Are all the providers in your supply chain delivering services to your satisfaction?
Is the number of providers in your supply chain manageable for you as a prime?
- 7 Are you planning or would you like to make any changes to your supply chain make up?
If so, what and why?

Delivery model / supply chains

[For primes only]:

- 8 What is the rationale behind the amount and elements of Work Choice delivery that are contracted out to your supply chain (as opposed to what is delivered in-house)?
How effective do you feel this is? Why?
Have you made any changes to this? If so, what and why?
Are you planning or would you like to make any changes to this? If so, what and why?
- 9 What is the rationale behind your referral model?
How effective do you feel your referral model is? Why?
Have you made any changes to your referral model? If so, what and why?
Are you planning or would you like to make any changes? If so, what and why?
- 10 Do you use any specialist disability providers in your delivery of Work Choice?
How does the process of using specialist provision work?
Do you purchase some/all of this provision? If yes, what type of contractual arrangements are used (e.g. contracts, service level agreements, spot purchase)?
If some/all of this provision is not purchased, how is this provision funded?
Do you specify which specialists can be used by your subcontractors?
How many of these specialist providers have you made referrals to and in what volumes?
What is the specialism(s) of the provider(s) you have used?
What affects the volumes referred to specialist providers? (e.g. needs of customers referred, referrals limits agreed with these providers, financial considerations)
How effective do you feel your use of specialist providers is? Why?
- 11 To what extent do you prescribe the service delivered by your subcontractors?
Do you require your subcontractors to use any specific management systems/ processes?
If so, what and why?
Do you require your subcontractors to use a specific delivery model? If so, what and why?
Are you planning or would you like to make any changes to this? If so, what and why?
- 12 Do you feel you give your subcontractors the right balance between prescription and flexibility?
Why do you think this?
What impact does this have?

Evaluation of the Work Choice Specialist Disability Employment Programme

- 13 How effective is your organisation's relationship with your subcontractors?
What impact does this have?
Is there any variance between subcontractors? If so, what and why?
What is working well?
What could be improved (and how)?
Any issues / barriers?
- 14 Are there any working relationships between subcontractors in your supply chain?
What impact does this have?
What role, if any, do you as a prime have in facilitating these relationships?
Why/why not?
(If applicable) Do these relationships vary between your CPAs? If so, how?
What is working well?
What could be improved (and how)?
Any issues / barriers? Are all subcontractors equally engaged?
- 15 What involvement have you had with Merlin Standard assessments in relation to Work Choice?
How effective do you feel the Merlin Standard is and why?
Have you implemented any changes as a result of Merlin? If so, what improvements has this led to?
Do you plan to be involved in Merlin in relation to Work Choice in the future?
Why?
- 16 Have you had to address any specific concerns or disputes within your supply chain(s)?
If yes, can you tell me in more detail about this?
What was the issue?
Has this been resolved?
How was this addressed?

[For delivering subcontractors only]:

- 17 Do you ever use any specialist provision as part of your Work Choice delivery?
How does the process of using specialist provision work?
Do you purchase some/all of this provision? If yes, what type of contractual arrangements are used (e.g. contracts, service level agreements, spot purchase)?
If some/all of this provision is not purchased, how is this provision funded?
Does your prime provider specify which specialists you can use?
How many of these specialist providers have you made referrals to and in what volumes?
What is the specialism(s) of the provider(s) you have used?
What affects your use of specialist providers? (e.g. needs of customers, financial considerations)
How effective do you feel your use of specialist providers is? Why?
- 18 To what extent does your prime prescribe the service you deliver?
Do you have to use any specific management systems/processes? If so, what?
Do you have to use a specific delivery model? If so, what?
What is the impact of the prescription you are given and why?

Evaluation of the Work Choice Specialist Disability Employment Programme

- 19 Do you feel you are given the right balance between prescription and flexibility by your prime provider?
Why do you think this?
What impact does this have?
- 20 How effective is your organisation's relationship with your prime provider(s)?
What impact does this have?
(If applicable) Is there any variance between CPAs or primes? If so, what and why?
What is working well?
What could be improved (and how)?
Any issues / barriers?
- 21 What involvement have you had with Merlin Standard assessments in relation to Work Choice?
How effective do you feel the Merlin Standard is and why?
- 22 Have you had to raise any specific concerns or disputes with your prime?
If yes, can you tell me in more detail about this?
What was the issue?
Has this been resolved?
How was this addressed?
- 23 Do you have working relationships with other subcontractors in your supply chain(s)?
What impact does this have?
What role, if any, does the prime have in facilitating these relationships?
Do you feel the prime should have a role in facilitating this? If so, why and to what extent?
(If applicable) Do these relationships vary between your CPAs? If so, how?
What is working well?
What could be improved (and how)?
Any issues / barriers?

Performance

- 24 Can you tell me a little more about your performance in year two of Work Choice?
How are you performing in terms of short supported job outcomes?
How are you performing in terms of progressions into unsupported employment?
How are you performing in terms of sustainment of unsupported job outcomes for six months?
- 25 Are you using or subject to any competition as a method of performance improvement?
How is this being used?
Who is driving this? (DWP, prime, other) Is this appropriate and why?
What impact is this having (and why)?
What is working well?
What could be improved (and how)?
Any issues / barriers?

Evaluation of the Work Choice Specialist Disability Employment Programme

26 Are you using or involved in any capacity building activities (e.g. staff training or other) as a method of performance improvement?

What activities are being used and how are they being used?

Who is driving this? (DWP, prime, other) Is this appropriate and why?

What impact is this having (and why)?

What is working well?

What could be improved (and how)?

Any issues / barriers?

27 Are you sharing best practice as a method of performance improvement?

How is this working?

Who is driving this? (DWP, prime, other) Is this appropriate and why?

What impact is this having (and why)?

What is working well?

What could be improved (and how)?

Any issues / barriers?

28 Are you using or subject to any other methods of performance improvement?

How are these being used?

Who is driving this? (DWP, prime, other) Is this appropriate and why?

What impact is this having (and why)?

What is working well?

What could be improved (and how)?

Any issues / barriers?

[For primes only]:

29 Do you feel you could be doing anything more or differently in order to support your subcontractors' performance improvement?

What and why?

[For delivering subcontractors only]:

30 Do you feel your prime provider(s) could be doing anything more or differently in order to support performance improvement?

What and why?

Working with Jobcentre Plus / DWP

[For primes only]:

31 How effective is your organisation's relationship with DWP in relation to Work Choice?

What impact does this have?

Is there any variance between different DWP staff (Performance Managers, Account Managers, Provider Assurance Team)? If so, what and why?

What is working well?

What could be improved (and how)?

Any issues / barriers?

Evaluation of the Work Choice Specialist Disability Employment Programme

32 How effective is your organisation's relationship with Jobcentre Plus in relation to Work Choice?

What impact does this have?

Is there any variance between different Jobcentre Plus staff (DEAs, Third Party Provision Team) or offices? If so, what and why?

What is working well?

What could be improved (and how)?

Any issues / barriers?

Financial and commercial issues

33 How financially viable do you feel your Work Choice contract is and why?

Probe what financial viability means to their organisation? (e.g. do they need to make a profit or just cover costs, etc)

Do the contract values allow you to invest in delivery? What impact has this had?

Do the contract values allow you to provide specialist services to customers with specific needs? What impact has this had?

Overall impact

34 Overall, what impact do you feel the DWP commissioning model (prime/sub model and outcome payments etc) has had on

a) your ability to deliver the Work Choice programme?

b) your organisation?

35 What are your future intentions with regard to Work Choice?

Prompt: Do you intend to try to (re)enter the supply chains for Work Choice in the future? If not, why not?

36 What are your future intentions with regard to other DWP-commissioned welfare to work provision?

Prompt: Do you intend to bid to provide other programmes? If not, why not?

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

E.2 Outside Supply Chain Provider topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of the effect of DWP commissioning on specialist disability employment programmes.
- The interview will last a maximum of 30 minutes.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.
- Thank them for the useful information we have already recently obtained from their organisation through the survey. Explain that the purpose of this interview is to follow up on some of the areas in more detail. So there might appear to be some duplication but in the interview we are exploring things in further depth.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- Ask if they have any questions.

Evaluation of the Work Choice Specialist Disability Employment Programme

At the start of the recording:

- **Give the interview ID number.**
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- **Ask for verbal consent for recording the interview.**

[Familiarise yourself with the organisation's responses to the survey, particularly their organisational profile and the circumstances of their supply chain exit if relevant].

Re-confirm that their organisation is not currently delivering any Work Choice services.

If they are, route to the provider guide.

Supply Chain Leavers only

- 1 I understand you have left the Work Choice supply chain(s) that you were part of at programme go live. Can you tell me in more detail about the reasons for this?
Prompt if necessary: inability to meet targets, lower referrals than anticipated, financial viability of contract, geographical coverage required, inability to agree terms with prime (or higher tier) contractor
Explore responses to fully understand why

Overall impact questions (for all)

- 2 How has the fact that you are not involved in the delivery of Work Choice affected your organisation (or service if part of large organisation such as a Local Authority)?
Prompt if necessary:
Service delivery: reduced / increased delivery of supported employment provision (if increased how is this funded), moved into or expanded other areas of provision, downsized/reduced overall service provision
Financial impact: experienced financial difficulties, needed to identify / utilise other funding sources (and if so are these likely to be sustainable?)
Explore responses to fully understand provider rationale
- 3 What impact do you think the fact that you are no longer involved in the delivery of Work Choice will have on the future of your organisation (or service if part of large organisation such as a Local Authority)?
Probe for specifics.
- 4 What impact do you think the fact that you are no longer involved in the delivery of Work Choice will have on the future of employment support for disabled people in your area?
Probe: will your specialism/s be lost or replaced by someone else? Are there particular customer groups/types you feel will get a better or worse service and why?
Probe for specifics and examples.
- 5 What are your future intentions with regard to Work Choice?
Prompt: Do you intend to try to (re)enter the supply chains for Work Choice in the future?
Probe why.

Evaluation of the Work Choice Specialist Disability Employment Programme

- 6 What are your future intentions with regard to other DWP-commissioned welfare to work provision?
Prompt: Do you intend to bid to provide other programmes? Probe why.
- 7 What other sectors or types of work do you intend to be involved in and why?
- 8 In general, how commercially attractive is the DWP-commissioned welfare to work sector at present?
Probe why.

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

Technical appendix F

Steady State Wave comparison research topic guides

F.1 Jobcentre Plus topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Some advisors will only be referring to the Work Programme, and therefore will have little knowledge about Work Choice. It will be useful to establish which programmes each advisor has responsibility referring to at the beginning of the focus group.

It will be important to include all advisors and tailor the question depending on which programme they deliver.

Please ensure that when advisors are discussing both Work Choice and Work Programme, they clarify which programme they are discussing.

Try to cover all questions, however:

Questions in bold are highest priority questions.

Questions in black are the next highest priority questions.

Questions in grey can be covered in the least detail.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of Work Choice and explore the impact of the new programme on specialist disability employment provision.
- We want to ask about their experiences and views of Work Choice as compared to Work Programme.
- The focus group will last one and a half hours.
- Participation is optional and they can leave the focus group or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and Jobcentre Plus office name (or anything else that could identify them) will not be used.
- All data will be treated in the strictest confidence and held securely.
- It is important that everyone has the right to share their experiences and views openly, so please bear in mind that everything said in the focus group is confidential and shouldn't be shared with people outside of the group
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the focus group as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Explicitly ask for consent to turn on the recorder.**
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Introduction and background (15 mins – keep brief except for prompts in black)

- 1 Ask each to say their first name, office and job role and how long they have been in this role (and with the organisation)?
- 2 How are adviser roles organised in your office (i.e. who sees which customers)?
Who works with disabled claimants and how is this decided?
Who manages the different types of advisers?
Probe views on effectiveness and appropriateness of this adviser structure.
- 3 Do you have any role in referring claimants to the Work Programme?
Probe extent of role.
Which other advisers, if any, can make Work Programme referrals in your office?
How do referrals to the Work Programme work?
- 4 Do you have any role in referring claimants to Work Choice?
Probe extent of role.
Which other advisers, if any, can make Work Choice referrals in your office?
How do referrals to Work Choice work?

Experience of referrals (45 mins)

- 5 Thinking about the disabled people you see in your role, what types of provision are available to help them find work?
Where do Work Programme and Work Choice fit with any other provision mentioned?
- 6 **Which disabled people would you refer to the Work Programme and why?**
Probe for the use of guidance material, instruction from senior staff and their own needs assessment
- 7 **Which disabled people would you refer to the Work Choice programme and why?**
Probe for the use of guidance material, instruction from senior staff and their own needs assessment
- 8 **How do the disabled people you refer to Work Choice compare to Work Programme?**
Probe for similarities and differences in relation to each of the following:
- a) **Benefit type**
 - b) **Disability types**
 - c) **Extent of disability related barriers to finding and maintaining work**
 - d) **Extent of other, non-disability related, barriers to finding and maintaining work**
 - e) **Motivation for finding and maintaining work**
 - f) **Pre-employment support needs (including length of time required)**
 - g) **In-work support needs (initial and ongoing)**
 - h) **Any other factors**
- 9 **Are you able to refer all the customers you feel would be appropriate for Work Choice to the programme?**
Probe for potential barriers caused by any of the following:
- a) **Mandatory referral to the Work Programme for ESA WRAG customers expected to be fit for work within six months or less**
 - b) **DEAs being the only advisers able to refer to Work Choice**
 - c) **Any referral limits or targets for either programme**
 - d) **Availability of Work Choice places with preferred providers**
 - e) **Any other factors**
- 10 **What happens to customers you feel would be appropriate for Work Choice but are not referred?**
Are they referred to other programmes? If so, which ones? And why?
What is the impact on customers?
- 11 **Have you experienced any problems with any of your Work Choice referrals? E.g. Have you had any participants referred back to you for any reason?**
If yes, probe for details e.g.:
What are the reasons they are returned? How common an occurrence is this?
Is there a clear process for dealing with returned referrals?
What happens if you disagree with provider re: participant suitability? How common is this?
What happens to these individuals following their return?

Evaluation of the Work Choice Specialist Disability Employment Programme

- 12 Have you had any Work Programme providers contact you about any referred customers they feel may be eligible and suitable for Work Choice?
*If yes, probe for details e.g.
Were they disengaged from Work Programme for referral to Work Choice?
What reasons did providers give for customers not being suitable for the Work Programme? (e.g. not coping on the programme/discovered they need more support than Work Programme can give?)
Is there a clear process for dealing with this?
How common an occurrence is this?
What happens on a customer's return from Work Programme? (are they then referred straight to Work Choice?)*

Views on delivery (15 mins)

- 13 How does your working relationship /amount of contact with Work Choice providers compare to with Work Programme providers?
*What works well? What could be improved? Any issues?
What impact, if any, do any differences have?*
- 14 Do you have any ongoing relationship with customers following referral to Work Choice?
How does this compare to any ongoing relationship you have with disabled customers following referral to the Work Programme?
- 15 Have you had any disabled Work Programme participants raise any issues or concerns about the provision with you?
*Probe: what are the issues?
How do these compare to any issues raised by Work Choice participants? Probe for details of any Work Choice related issues.
Are concerns more common for Work Choice or Work Programme customers?
Why do you think this is?*
- 16 How effective do you feel the different types of support providers give customers on both Work Choice and the Work Programme are for disabled people?
[If the interviewee(s) have detailed knowledge of what the providers deliver]
Probe the effectiveness (value and limitations) of each of the following elements of support:
a) Pre-employment support
b) Employer engagement
c) In-work support
Probe any differences between the effectiveness of support between the Work Programme and Work Choice for each element.
- 17 If an individual referred to Work Choice does not get a job outcome by the end of module one and returns to Jobcentre Plus, what are the next steps?
Prompt: supported by DEA, referred to Work Programme, re-referred to Work Choice, etc.

Overall views on provision (20 mins)

- 18 Do you feel that any of the participants referred to Work Choice could be adequately supported via the Work Programme?
Probe for reasons why / why not
If yes, probe for an estimated proportion and the profile of these participants
Explore why these individuals were referred to Work Choice
- 19 Do you feel that any of the disabled participants referred to the Work Programme require more specialist disability employment support?
If yes, probe for an estimated proportion and the profile of these participants
Probe for reasons why / why not and the type of support that is required which is not offered via the Work Programme
Probe do you feel Work Choice would be able to provide the support needed?
Explore why these individuals were referred to the Work Programme
- 20 Overall do you feel there is a need for a specialist disability employment programme that is separate from mainstream employment provision?
Probe for reasons why / why not
- 21 Do you feel there are disabled people who are not adequately supported to find and maintain work via either the Work Programme or Work Choice?
If yes probe for the characteristics of these people and the types of support that they require.
Is that support available via other provision you can access? If yes, probe for details.
- 22 Overall, do you feel that Work Choice is meeting the needs of the disabled people on the programme?
- 23 Overall, do you feel the Work Programme is meeting the needs of the disabled people on the programme?

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

F.2 Work Choice and Work Programme Provider topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of Work Choice and explore the impact of the new programme on specialist disability employment provision.
- We want to ask about their experiences and views of Work Choice as compared to Work Programme.
- The interview will last a maximum of 1 hour.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- All data will be treated in the strictest confidence and held securely.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Explicitly ask for consent to turn on the recorder.**
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Background (all)

- 1 What is your role?
- 2 How is your organisation (or branch/office if front line) involved in Work Choice?
Probe: how large a part of your organisation (or branch/office) business is Work Choice?
Probe [if not covered in Q1]: are you involved in Work Choice? If yes, how?
- 3 How is your organisation (or branch/office if front line) involved in Work Programme?
Probe: how large a part of your organisation (or branch/office) business is Work Programme?
Probe [if not covered in Q1]: are you involved in Work Programme? If yes, how?
- 4 What experience other than your involvement in Work Programme and Work Choice does your organisation have of delivering employment support to disabled people? (*current and previous*)

Supply chain makeup (prime managers only)

- 5 What factors did you take into consideration when constructing your Work Choice delivery supply chain?
Probe: customer need / provider specialisation, geographical coverage, programme payment model etc,
- 6 What factors did you take into consideration when constructing your Work Programme delivery supply chain?
Probe: customer need / provider specialisation, geographical coverage, programme payment model etc
- 7 What are the main similarities and differences between your Work Choice and Work Programme supply chains?
Probe: number of organisations in their supply chains, specialisms of organisations in their supply chains, size of organisations in their supply chains, etc.
Do they use any organisations as subcontractors on both programmes? If yes, which and why?
- 8 Do you feel the current make up of your Work Choice supply chain allows you to meet the needs of all the disabled people referred to you under this programme?
Probe why.
- 9 Do you feel that the providers in your Work Choice supply chain are more successful at / suited to working with participants with some disability types more than others?
If so, which and why? Probe for profile of people whose needs are not being met
- 10 What kind of provision do you consider to be specialist disability provision within the Work Choice programme?
- 11 Do you have adequate access to such provision as and when required?
If yes:
How is this provided (via end to end sub-contractors or spot purchase or other)?
What affects your use of these specialist services? Probe for any barriers.
Probe for any gaps in specialist provision for certain disabilities.

If no:
Why not?
Probe for any gaps in specialist provision for certain disabilities.

Evaluation of the Work Choice Specialist Disability Employment Programme

- 12 Do you feel the current make up of your Work Programme supply chain allows you to meet the needs of all the disabled people referred to you under this programme?
Probe why.
- 13 Do you feel that the providers in your Work Programme supply chain are more successful at / suited to working with participants with some disability types more than others?
If so, which and why? Probe for profile of people whose needs are not being met
- 14 What kind of provision do you consider to be specialist disability provision within the Work Programme?
- 15 Do you have adequate access to such provision as and when required?
- If yes:*
How is this provided (via end to end sub-contractors or spot purchase or other)?
What affects your use of these specialist services? Probe for any barriers.
Probe for any gaps in specialist provision for certain disabilities.
- If no:*
Why not?
Probe for any gaps in specialist provision for certain disabilities.

Participant profile (all)

- 16 Who do you think the target client groups are for the two Programmes?
Probe for the differences in client group for Work Choice and Work Programme
- 17 In practice do the participants referred to you by Jobcentre Plus match your understanding of these target groups?
If no, probe how they differ.
- 18 How do the characteristics of the people referred to you under Work Choice compare to the disabled people referred to you under Work Programme?
Probe in detail for similarities and differences in relation to each of the following:
- Disability types
 - Extent of disability related barriers to finding and maintaining work
 - Extent of other, non-disability related, barriers to finding and maintaining work (specify what these are)
 - Motivation for finding and maintaining work
 - Pre-employment support needs (including length of time required)
 - In-work support needs (initial and ongoing)
 - Any other (specify)
- 19 Have you referred any Work Choice participants back to Jobcentre Plus?
Probe for the reasons why and what process was followed.
Any problems referring customers back? Probe for details and how often there are problems
- 20 Have you referred any Work Programme participants back to Jobcentre Plus?
[Any examples of disabled participants who they felt may be eligible and suitable for Work Choice]
Probe for the reasons why and what process was followed.
Any problems referring customers back? Probe for details and how often there are problems

Delivery (all but if non-delivering prime word questions about 'your supply chain' rather than about 'your organisation')

21 How do the assessment tools / development planning systems you use for Work Choice delivery compare to those you use for Work Programme?

Probe in detail for similarities and differences, the rationale for behind systems used and views on effectiveness

Pre-employment:

22 How does the pre-employment support you deliver for Work Choice participants compare to the pre-employment support you deliver to disabled people on the Work Programme?
Probe in detail for similarities and differences in relation to each of the following:

- a) Types of support and how delivered (i.e. 1:1 or group)
- b) Case load of support workers
- c) Frequency / amount of support and length of time it is provided
- d) Flexibility of support and extent to which it is standardised or tailored
- e) Effectiveness (in terms of supporting disabled people to move into work)

23 Within your Work Choice delivery, what impact do you feel the relaxation of the eight hour work-related activity rule has had on a) what/how you deliver and b) outcomes?

Probe for reasons.

24 Within your Work Choice delivery, what impact do you feel the additional 9-12 month module one extension time has had on a) what/how you deliver and b) outcome?

Probe for reasons.

25 Does your organisation combine delivery of any elements of pre-employment support to participants on Work Choice and the Work Programme?

Probe for reasons and views on appropriateness / effectiveness.

26 Within your organisation, do the same or different staff deliver pre-employment support to disabled people on Work Choice and Work Programme?

Probe for reasons and views on appropriateness / effectiveness.

What training and experience do these staff have of delivering employment support to disabled people?

27 How well do you feel your Work Choice pre-employment support meets the needs of Work Choice participants?

Probe for reasons and any areas for improvement

Is Work Choice pre-employment support better able to meet the needs of people with certain types of disabilities and if so, why? (If prime interview: may have already covered in supply chain make up section)

28 How well do you feel your Work Programme pre-employment support meets the needs of disabled Work Programme participants?

Probe for reasons and any areas for improvement

Is Work Programme pre-employment support better able to meet the needs of people with certain types of disabilities and if so, why? (If prime interview: may have already covered in supply chain make up section)

Evaluation of the Work Choice Specialist Disability Employment Programme

In-work:

- 29 How does the in-work support you deliver for Work Choice participants compare to the in-work support you deliver to disabled people on the Work Programme?
Probe in detail for similarities and differences in relation to each of the following:
- Types of support and how delivered
 - Case load of support workers
 - Frequency / amount of support and length of time it is provided
 - Flexibility of support and extent to which it is standardised or tailored
 - Effectiveness (in terms of supporting disabled people to sustain work)
- 30 Within your organisation, do the same or different staff deliver in-work support to disabled people on Work Choice and Work Programme?
*Probe for reasons and views on appropriateness/effectiveness.
What training and experience do these staff have of delivering employment support to disabled people?*
- 31 How well do you feel your Work Choice in-work support meets the needs of Work Choice participants?
*Probe for reasons and any areas for improvement
Is Work Choice in-work support better able to meet the needs of people with certain types of disabilities and if so, why? (If prime interview: may have already covered in supply chain make up section)*
- 32 How well do you feel your Work Programme in-work support meets the needs of disabled Work Programme participants?
*Probe for reasons and any areas for improvement
Is Work Programme in-work support better able to meet the needs of people with certain types of disabilities and if so, why? (If prime interview: may have already covered in supply chain make up section)*

Work with employers:

- 33 Can you describe the work your organisation carries out with employers to secure employment opportunities for Work Choice and Work Programme participants?
Probe re: sourcing vacancies, use of work trials / working interviews etc and any differences in approach to employer engagement for Work Choice / Work Programme
- 34 Have you (and/or your supply chain) used the Work Choice wage incentive for young disabled people aged 18-24?
Probe for amount used to date and any key drivers/barriers to this.
- 35 How do you think employers view the Work Choice wage incentive for young disabled people aged 18-24?
Probe specifically whether employers have fed back any views on:
- The level of the incentive (e.g. do they feel £2,275 is enough and worth their while or not?)*
 - The length of time a disabled person has to work before it can be claimed (e.g. do they feel this is appropriate or too long?)*

Evaluation of the Work Choice Specialist Disability Employment Programme

- 36 Does the Work Choice wage incentive for young disabled people aged 18-24 have an impact on whether an employer recruits a Work Choice customer?
If yes, probe for details how much of an impact and if this depends on the type / severity of disability.
If no, why not?
- 37 Are there any changes you feel should be made to the Work Choice wage incentive for young disabled people for it to be more effective and have more of an impact?
- 38 How do you feel the impact of the Work Choice wage incentive for employing young disabled Work Choice participants compares to the impact of the Youth Contract wage incentive available for employing non-Work Choice 18-24 year olds?
Probe for reasons.
- 39 Can you describe how you work with employers to sustain the employment of Work Choice participants?
- 40 Can you describe how you work with employers to sustain employment of Work Programme participants?
How, if at all, does this differ for participants with disabilities?
Probe effectiveness of different approaches.

Overall views on provision (all)

- 41 Do you feel that any of the participants referred to your Work Choice programme could be adequately supported via the Work Programme?
Probe which participants and reasons why / why not
- 42 Do you feel that any of the disabled participants referred to your Work Programme provision require more specialist disability employment support?
Probe for reasons why / why not and the type of support that is required which is not offered via the Work Programme
- 43 Overall do you feel there is a need for a specialist disability employment programme that is separate from mainstream employment provision?
Probe for reasons why / why not
- 44 Do you feel there are disabled people who are not adequately supported to find and maintain work via either the Work Programme or Work Choice?
If yes probe for the characteristics of these people and the types of support that they require.

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

F.3 Work Programme Provider topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

This guide is for use with disability specialist providers delivering on the Work Programme only. If providing both Work Programme and Work Choice, use the other Provider Topic Guide.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to conduct an evaluation of Work Choice and as part of that we are also interesting in looking at what disability employment provision is being provided under the Work Programme.
- We want to ask about their experiences of disability employment provision and the Work Programme.
- The interview will last a maximum of 1 hour.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a report for DWP which will be published in the DWP Research Report Series.
- Any views and quotes used in the report will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- All data will be treated in the strictest confidence and held securely.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.
- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Explicitly ask for consent to turn on the recorder.**
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

Background

- 1 What is your role?
- 2 How is your organisation (or branch/office if front line) involved in Work Programme?
Probe for details on number of areas and volumes of referrals.
How large a part of your organisation (or branch/office) business is Work Programme?
Do you have a disability specific role in Work Programme? Probe for details.
[If not covered in Q1]: are you personally involved in Work Programme? If yes, how?
- 3 What other experience, if any, does your organisation have of delivering employment support to disabled people? (current and previous)
- 4 Did your organisation consider getting involved in the Work Choice contract?
Why/why not?
If yes, probe for details of why they are not involved (unsuccessful bid, leaver, etc).
If find they are also involved in Work Choice, switch to standard provider topic guide.

Participant profile and referrals

- 5 What types and volumes of referrals is your organisation supposed to be receiving under the Work Programme?
Probe for rationale.
- 6 How does this compare to the types and volumes of referrals you are receiving in practice?
Probe for details and impact of any difference.
If a mismatch, why do they think this is?
- 7 Which disabled claimants do you think should be referred to the Work Programme, as opposed to Work Choice?
Probe in detail for similarities and differences in relation to each of the following:
 - h) Disability types
 - i) Extent of disability related barriers to finding and maintaining work
 - j) Extent of other, non-disability related, barriers to finding and maintaining work (specify what these are)
 - k) Motivation for finding and maintaining work
 - l) Pre-employment support needs (including length of time required)
 - m) In-work support needs (initial and ongoing)
 - n) Any other (specify)
- 8 In practice how do the characteristics of the disabled claimants referred to the Work Programme match your understanding of the target groups?
Probe for details of any differences.
- 9 Have you referred any Work Programme participants back to your prime(s) and/or Jobcentre Plus?
[Any examples of disabled participants who they felt may be more eligible and suitable for support by other members of the supply chain or Work Choice]
Probe for the reasons why and what process was followed.
Any problems referring customers back? Probe for details and how often there are problems

Evaluation of the Work Choice Specialist Disability Employment Programme

Delivery

10 What assessment tools / development planning systems do you use for Work Programme delivery?

Why do you use these particular systems? (e.g. choice, imposed by prime)

How effective are these for use with the disabled participants you work with?

If any issues, probe for improvements needed and any barriers to addressing these.

11 What training and experience do your staff have of delivering employment support to disabled people?

Do you feel this is sufficient for the types of disabled clients being referred to you under the Work Programme?

Pre-employment:

12 What pre-employment support do you deliver to disabled people on the Work Programme?

Probe for detail on:

- a) Types of support and how delivered (i.e. 1:1 or group)
- b) Case load of support workers
- c) Frequency / amount of support and length of time it is provided
- d) Flexibility of support and extent to which it is standardised or tailored
- e) Effectiveness (in terms of supporting disabled people to move into work)

[If also deliver any Work Programme support to non-disabled people]

13 How does the pre-employment support you deliver to disabled people on the Work Programme compare to the pre-employment support you deliver to those without disabilities?

[If previously delivered any specialist disability employment provision, e.g. WORKSTEP or Work Choice]

14 How does the pre-employment support you deliver to disabled people on the Work Programme compare to the specialist disability employment provision you have delivered in the past?

15 How well do you feel your Work Programme pre-employment support meets the needs of disabled participants?

Probe for reasons and any areas for improvement

Is Work Programme pre-employment support better able to meet the needs of people with certain types of disabilities and if so, why?

In-work:

16 What in-work support do you deliver to disabled people on the Work Programme? Probe in detail for similarities and differences in relation to each of the following:

- a) Types of support and how delivered
- b) Case load of support workers
- c) Frequency / amount of support and length of time it is provided
- d) Flexibility of support and extent to which it is standardised or tailored
- e) Effectiveness (in terms of supporting disabled people to sustain work)

Evaluation of the Work Choice Specialist Disability Employment Programme

[If also deliver any Work Programme support to non-disabled people]

- 17 How does the in-work support you deliver to disabled people on the Work Programme compare to the in-work support you deliver to those without disabilities?

[If previously delivered any specialist disability employment provision, e.g. WORKSTEP or Work Choice]

- 18 How does the in-work support you deliver to disabled people on the Work Programme compare to the specialist disability employment provision you have delivered in the past?

- 19 How well do you feel your Work Programme in-work support meets the needs of disabled participants?

Probe for reasons and any areas for improvement

Is Work Programme in-work support better able to meet the needs of people with certain types of disabilities and if so, why?

Work with employers:

- 20 Can you describe the work your organisation carries out with employers to secure employment opportunities for Work Programme participants?

How, if at all, does this differ for disabled participants?

How well do you feel your approach meets the need of disabled participants?

Probe for reasons and any areas for improvement.

- 21 Can you describe how you work with employers to sustain employment of Work Programme participants?

How, if at all, does this differ for disabled participants?

Probe effectiveness of different approaches.

Overall views on provision

- 22 Do you feel that the current make up of the Work Programme supply chain(s) you are part of meet the needs of all the disabled people being referred to this programme?

Probe why.

- 23 Do you feel that the Work Programme supply chain(s) you are part of are more successful at / suited to working with participants with some disability types more than others?

If so, which and why? Probe for profile of people whose needs are not being met

- 24 Do you feel that any of the disabled participants referred to your Work Programme provision require more specialist disability employment support than you can provide under this programme?

Probe for reasons why / why not.

Details of the type of support required which is not offered via the Work Programme.

Details of any barriers to providing this under the Work Programme contract.

- 25 Overall do you feel there is a need for a specialist disability employment programme that is separate from mainstream employment provision?

Probe for reasons why / why not

Evaluation of the Work Choice Specialist Disability Employment Programme

26 Do you feel there are disabled people who are not adequately supported to find and maintain work via either the Work Programme or Work Choice?

If yes probe for the characteristics of these people and the types of support that they require.

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a report for DWP, ultimately due for publication in the DWP Research Report Series, containing anonymised findings).
- Thank them for their time.

Technical appendix G

Steady State Wave wage incentive research topic guide

G.1 Employer topic guide

Interviewer notes

This document is a guide to the principal themes and issues to be covered.

Questions can be modified and followed up in more detail as appropriate.

Introduction

- Introduce yourself and thank them for agreeing to talk to us.
- Explain that Inclusion have been commissioned by the Department for Work and Pensions to carry out some research exploring views on the effectiveness of the Work Choice wage incentive.
- We want to gather their views as an employer on the wage incentive.
- It does not matter if they have not claimed the incentive, or even if they do not know the details of this, their opinions will still be valuable and we will tailor the questions and provide relevant information throughout the discussion to enable them to provide informed views.
- The interview will last a maximum of 20 minutes and likely less.
- Participation is optional and they can stop the interview or decline to answer specific individual questions at any time should they wish.

Confidentiality and Consent

- Explain that the findings will be written up into a findings paper for DWP.
- Any views and quotes provided will be combined with views and quotes from other interviews and their name and organisation's name (or anything else that could identify them) will not be used.
- All data will be treated in the strictest confidence and held securely.
- We are undertaking this work on behalf of DWP but no information that could identify them will be shared with DWP.

Evaluation of the Work Choice Specialist Disability Employment Programme

- We would prefer to record the interview as this helps us to capture exactly what they have said. Ask if they are comfortable with that.
- **Ask them to verbally confirm that they understand the purpose and confidentiality of the research and that they are happy to take part.**
- Ask if they have any questions.

A: Background

- 1 [If not known] Can you give me a general overview of the nature of your business and the number of staff?
Probe: Public/ private / third sector?
Number of employees? [more or less than 50]
- 2 Do you currently, or have you previously, employed a disabled person or persons?
- 3 Have you heard of the Work Choice programme?
If yes, continue to Q4
If no, explain what it is then skip to Q6

Work Choice is a voluntary employment programme that provides support to disabled people facing complex barriers to getting and keeping a job. It is commissioned by DWP and delivered throughout Great Britain by a range of providers.

- 4 Do you currently, or have you previously, employed anyone from the Work Choice programme (or from the predecessor programme WORKSTEP)?
If yes, continue to Q5
If no, skip to Q6
- 5 Have you employed any young disabled people aged between 18 and 24 from the Work Choice programme?
If yes: check whether employed prior to, or since, July 2012.
- 6 In July 2012, a Work Choice wage incentive was launched for employers recruiting young disabled people aged between 18 and 24 from the Work Choice programme. The aim of the wage incentive is to encourage employers to recruit young disabled people. Prior to receiving some basic information about the wage incentive from Inclusion during the organisation of this discussion, had you heard of this new Work Choice wage incentive?
If yes, continue to section B
If no, skip to section C

B: Work Choice wage incentive understanding (for all aware of)

Note that this is not a priority topic of questioning and so brief answers only are required to section B questions.

- 7 When and how did you hear about the new Work Choice wage incentive scheme?
- 8 What level of information have you received about the scheme?
- 9 Have you any suggestions for improvements to communications about the Work Choice wage incentive scheme?

Now skip to section D

C: Work Choice wage incentive communications (for all not aware of)

- 10 Have you had opportunity to read the Work Choice wage incentive fact sheet we sent out to you when this discussion was organised?

Note that the purpose of this question is simply to establish how much time they have had to consider the facts and terms of the wage incentive and therefore how considered their answers to the later 'viewpoint' questions are likely to be. So simply need a yes or no answer.

If not had opportunity to read the factsheet, reassure them that this was not essential and their input is still useful.

- 11 Is the Work Choice wage incentive something you would have liked to have known about before now?
Probe for reasons why/why not.

D: Attractiveness of the Work Choice wage incentive for your organisation (for all)

Explain that the following questions seek their views on some of the key terms and conditions of the Work Choice wage incentive.

- 12 The value of the Work Choice wage incentive is £2,275 for a full-time job (30+ hours p.w.) or £1,137.50 for a part-time job (16-29 hours p.w.).
 - a) How attractive is the value of the wage incentive to your organisation?
Probe reasons.
 - b) Has this affected / Do you think this would affect whether or not you would apply for the incentive if you were eligible for it?
Probe reasons.
 - c) Has this affected / Do you think this would affect whether or not you would recruit a young disabled person from Work Choice?
Probe reasons.
 - d) [If feel the value is attractive or ok] Do you think you would still claim the wage incentive if the total value was lower – say £1000 per recruit?
Probe reasons.
 - e) [If feel the value is too low] What value would the Work Choice wage incentive need to be in order to be attractive to your organisation?
Probe reasons.

Evaluation of the Work Choice Specialist Disability Employment Programme

- 13 In order to be eligible to claim the Work Choice wage incentive, the job must be expected to last at least 26 weeks.
- What is your view of this condition?
Probe reasons.
 - Has this affected / Do you think this would affect whether or not you would apply for the incentive if you were eligible for it?
Probe reasons.
 - Has this affected / Do you think this would affect whether or not you would recruit a young disabled person from Work Choice?
Probe reasons.
 - [If feel this is too long] What would you like to see changed about this condition to make the wage incentive more attractive to your organisation? Would an upfront payment make the wage incentive more attractive to your organisation?
Probe reasons.
- 14 In order to be eligible to claim the Work Choice wage incentive, you should not be in a position to employ the individual without the wage incentive payment.
- What is your view of this condition?
Probe reasons.
 - Has this affected / Do you think this would affect whether or not you would apply for the incentive if you were eligible for it?
Probe reasons.
 - Has this affected / Do you think this would affect whether or not you would recruit a young disabled person from Work Choice?
Probe reasons.
 - [If feel this is an issue] What would you like to see changed about this condition to make the wage incentive more attractive to your organisation?
Probe reasons.
- 15 Employers with 50 plus employees make their claim for the Work Choice wage incentive after 26 weeks but employers with less employees can claim a part payment at 8 weeks.
- [If have 49 employees or less] Have you taken / Do you think you would take up the option to claim a part payment at 8 weeks?
Probe reasons.
 - Has this affected / Do you think this would affect whether or not you would apply for the incentive if you were eligible for it?
Probe reasons.
 - Has this affected / Do you think this would affect whether or not you would recruit a young disabled person from Work Choice?
Probe reasons.
 - Do you feel some employers with 50 plus employees should also have this option?
Probe reasons.

If yes, explore whether they feel all employers should have this option or whether they just feel the cut off figure should be increased (and to what?)

Continue to section E if employed a young Work Choice participant since July 2012.

Otherwise, skip to section H

E: Deciding whether or not to claim (for all who have employed a young Work Choice participant since July 2012)

16 Were you aware that you might be eligible to claim a Work Choice wage incentive?

If yes, continue to Q17

If no, skip to section H

17 Are you eligible to claim the wage incentive?

If yes, skip to Q24

If no, continue to Q18

18 Why are you not eligible to claim?

19 How did you find out you were not eligible to claim? (Can skip this Q if struggling for time)

20 Did you find out you were not eligible to claim before or after you employed the young person from the Work Choice programme?

If before, continue to Q21

If after, skip to Q23

21 How do you feel about the fact that you were not eligible to claim?

Probe reasons.

22 What impact, if any, does not being eligible to claim have?

Now skip to section H

23 If you had been told you were not eligible to claim before you employed the young person from the Work Choice programme, do you think this might have affected your decision to consider employing this person?

Probe reasons.

Now skip to section H

24 Have you made or are you planning to make a claim?

If yes, continue to Q25

If no, skip to Q27

25 What were the main reasons that you decided to take up the wage incentive?

26 Did you have any concerns about applying for the wage incentive?

Probe reasons.

Now skip to section G

27 Why are you not planning to make a claim?

28 What would need to change about the scheme to make you consider making a claim?

Skip to section H

G: Impact (for all who have or will claim)

Reiterate that all answers given will be held confidentially, only used in relation to this research and only reported anonymously.

29 Would this vacancy have existed without the Work Choice wage incentive?

30 Do you think you would have taken someone on without the Work Choice wage incentive?

Probe reasons.

31 If the vacancy had existed but there was no wage incentive available, do you think you would have considered recruiting an older Work Choice participant and/or a non-disabled young person instead?

Probe reasons.

32 Has the wage incentive made you more likely to keep this person on for at least six months?

Probe reasons.

H: Overall views on the effectiveness of the Work Choice wage incentive (for all)

33 Would the Work Choice wage incentive affect whether you would consider employing a young disabled person in the future?

Why / why not?

If yes, probe how much of an impact and if this depends on the type/severity of disability.

34 Have you any suggestions to improve the wage incentive scheme?

Prompt improvements to make it more effective and have more of an impact.

Close

- Ask if they have anything to add.
- Ask if they have any questions.
- Reiterate how interview information will be used (a paper for DWP containing anonymised findings).
- Thank them for their time.