



Department
for Work &
Pensions



DWP Employer Engagement and Experience Survey 2013

July 2014

Research Report No 856

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Summary

The Department for Work and Pensions (DWP) Employer Engagement and Experience Survey is a nationally representative survey that explores employers' engagement with DWP's services and initiatives, their experience in sourcing labour and their workforce development cultures. The survey is intended to act as a baseline against which the impact of policy changes in the fields of welfare and retirement saving might be judged. Future surveys are envisaged for 2014 and 2015.

Interviews were carried out with a representative sample of 2,800 UK employers. All employers were asked about a range of different types of engagement with DWP that related to recruitment or human resources issues. In addition, a subset of 1,075 employers were also asked about their experiences of engagement with DWP for payroll and pensions issues. Interviews were conducted between 8 May and 21 June 2013

Across all different types of touchpoints (i.e. placing vacancies, recruitment initiatives, recruitment services, provision of information on workforce management issues, provision of pensions/pay information and information requests) DWP has had contact with two-fifths (43 per cent) of the employer population. This report looks at employers' experiences and satisfaction with each of these engagements.

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The Authors

Jan Shury, Managing Director, and **Lorna Adams**, Director, directed the research project at IFF Research and were key authors of the report.

Erica Garnett, Research Manager, was involved in the day-to-day management of the study and contributed to the final report.

Jolyon Fairburn-Beech, Senior Research Executive, and **Sarah Coburn**, Research Executive, completed the IFF team responsible for delivering this study.

Glossary and abbreviations

DWP	Department for Work and Pensions
DWP recruitment initiatives	<p>For the purpose of this report, this term has been used to collectively refer to the series of initiatives that DWP sponsors which ask employers to have an active role in their delivery, from the standpoint of a wider good. These include:</p> <ul style="list-style-type: none">• The Youth Contract;• Work Trials;• Work Experience;• pre-employment training;• Work Choice.
DWP recruitment services	<p>For the purpose of this report, this term has been used to collectively refer to the series of services that DWP provides which support employers in recruiting and deploying their staff. These include:</p> <ul style="list-style-type: none">• the Rapid Response Service;• European Employment Services;• Access to work;• Upskilling Support;• the Small Business Recruitment Service.
Get Britain Working	<p>During 2011, a number of measures were introduced providing pre-Work Programme support. These measures are collectively known as the measures to ‘Get Britain Working’ and include the following individual elements:</p> <ul style="list-style-type: none">• Work Experience;• New Enterprise Allowance;• Sector-based work academies; and• Work Clubs, Work Together and Enterprise Clubs.
UKCES	UK Commission for Employment and Skills

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Universal Credit

Universal Credit is a new benefit for working age people paid whether they are in or out of work. From April 2013, it is being progressively rolled out and will eventually replace:

- Income-based Jobseeker's Allowance;
- Income-related Employment and Support Allowance;
- Income Support;
- Working Tax Credit;
- Child Tax Credit;
- Housing Benefit.

Universal Credit aims to ensure that work always pays and will smooth the transition of moving in and out of work.

Universal Jobmatch

Universal Jobmatch has replaced Employer Direct Online (EDon) amongst other services.

It is a self-service online tool that employers can use to advertise jobs and search for jobseekers whose CVs match their needs.

Zero-hours contract

A zero-hours contract is a contract of employment under which the employer does not guarantee work for the employee. Under this agreement, the employee is only paid for the work they carry out.

Executive summary

The 2013 Employer Engagement and Experience Survey is a new survey that explores the ways in which employers engage with the Department for Work and Pensions (DWP) in their recruitment activity, in workforce development and communications, and in workforce financial planning and strategies. In so doing, the survey enhances understanding of how effective DWP's communication and business relationships are with employers.

The survey involved telephone interviews with a total of 2,800 UK employers. All employers were asked about a range of different types of engagement with DWP that related to recruitment or human resources (HR) issues. In addition, a subset of 1,075 employers was also asked about their experiences of engagement with DWP for payroll and pensions issues. Employers were categorised (based on survey responses) according to size profile, broad sector classification, detailed sector classification and Jobcentre Plus Regional Groups (see Chapter 1 for further information about survey methodology).

The nature of employment opportunities that employers offer

See Chapter 2.

Half of all employers have attempted to recruit within the last 12 months. Part-time working is a central element in how employers meet their staffing needs: a majority of employers (59 per cent) offer longer-hours part-time contracts (i.e. contracts of 16-30 hours per week). While fewer offer shorter hours, they are not uncommon: contracts for fewer than 16 hours per week and zero-hours¹ part-time contracts are offered by 35 per cent and eight per cent of employers, respectively. One in five employers who currently employ people on zero-hours contracts (22 per cent) reported that the number of people on such contracts is increasing. Similarly, one in ten employers currently employing staff on part-time contracts of less than 16 hours had seen an increase in such contracts (11 per cent), as had one in eight employers offering 16 to 30 hour contracts (13 per cent).

In the main, employers who offer such contracts are not challenged in filling them – whether they do so through internal or external sources. However, some employers attempting to recruit for these positions are challenged, particularly when it comes to finding people prepared to take on zero-hours contracts (24 per cent having experienced difficulties), short-term/casual work (21 per cent having experienced difficulties) and/or posts for 'longer' part-time work (19 per cent having experienced difficulties). The challenge of finding staff to fill zero-hours contracts is most keenly (and most disproportionately) felt by employers in the business and other services sector (see Chapter 1 for further information about how sectors were defined).

¹ A zero-hours contract is a contract of employment under which the employer does not guarantee work for the employee. Under this agreement, the employee is only paid for the work they carry out.

Employers are generally convinced of the business benefits of reflecting their customer/client base in their workforce. However, attitudes towards the practicalities of accommodating a diverse workforce are more mixed, and experience of recruiting/employing people from the hardest to reach labour market pools is limited: in the 12 months preceding the survey, the proportions of employers that recruited someone who they knew to be disabled or to have a long-term health condition, to have a criminal record, or to have a current/recent drug or alcohol addiction were eight per cent, seven per cent and one per cent, respectively.

Employer engagement with DWP for recruitment

See Chapter 3.

One of the aims of the survey was to understand the extent of employer engagement with DWP. In this report, the term 'engagement' is used to describe all contact with employers, from placing vacancies through to provision of online information.

Jobcentre Plus is the flagship brand for DWP's engagement with employers, and has been identified by other surveys (e.g. the UK Commission for Employment and Skills' *Employer Perspectives Survey 2010* and *Employer Perspectives Survey 2012*) as the single most common recruitment channel that employers use.

Universal Jobmatch is a new service provided by Jobcentre Plus and had been in operation for around seven months at the time of the survey. It appears to have had a relatively positive introduction, with almost one in ten recruiting employers (nine per cent) having used it. Recruiting employers who have already used Universal Jobmatch are highly likely to use it in the future (87 per cent stated that they would be likely to use it again for future recruitment). The vast majority of recruiting employers who had used Universal Jobmatch had previously recruited through Jobcentre Plus². The Universal Jobmatch service generated higher satisfaction ratings than other Jobcentre Plus services for recruitment. This is perhaps reflective of the fact that a smaller proportion of those using Universal Jobmatch were unsuccessful in filling vacancies than those using other Jobcentre Plus services for recruitment, and the fact that a larger proportion of vacancies were filled through Universal Jobmatch. However, there is scope for service improvement: some employers would be particularly enthused to see a more skilled pool of candidates with an improved attitude towards work; some also remain to be convinced that the matching process³ is working efficiently.

Other contact with DWP

See Chapter 4.

DWP's touchpoints with employers extend beyond the placement of vacancies and the survey looked to establish engagement with a wide range of activities. Across all types of contact (including contact for placing vacancies through Universal Jobmatch or through local Jobcentre Plus offices), 43 per cent of the employer population had some engagement with DWP over the last 12 months.

² For questions relating to Jobcentre Plus services, employers were asked to consider recruitment through Employer Direct online (EDon) and through their local Jobcentre Plus offices.

³ Matching here refers to the process of linking appropriate CVs/candidates to posted vacancies and not the specific 'matching' function within Universal Jobmatch (which also allows users to test out the demand for their type of vacancy).

Recruitment initiatives and services

One in ten employers (11 per cent) had engaged over the last 12 months with one of the recruitment initiatives that DWP offers (Youth Contract, Work Trials, Work Experience, pre-employment training, Work Choice). These initiatives require employers to have an active role in their delivery and seek to motivate engagement on the basis of assisting the wider economy. Engagement increased to 29 per cent of the very largest employers. Awareness of each individual initiative was relatively low at around a fifth of all employers (although half were aware of at least one).

One in 20 (five per cent) had engaged with recruitment services (Rapid Response Service, European Employment Services, Access to Work, Upskilling Support and the Small Business Recruitment Service). Levels of use rose to 26 per cent among employers with 250+ staff. Again, awareness of each of these services stood at only around a fifth of all employers.

Information requests

Employers were also asked whether they had made use of the information provided by DWP (including that on gov.uk) in order to help them respond to requests from staff for information on issues such as flexible working, childcare and other caring responsibilities, debt or addiction or health and disability issues. Generally, where employers had had a need for this information and sought advice, the majority handled it internally, ranging from 66 per cent to 94 per cent, with the exception of those seeking information related to addiction problems (33 per cent seeking advice internally and 67 per cent externally). However, among the small number who had looked for external advice, between a quarter and a half had used DWP or gov.uk as a source of information. Overall, one per cent of employers had contact with DWP in this way over the last 12 months.

DWP also provides information to employers on pensions and pay issues such as maternity/paternity leave, providing a pension and obtaining National Insurance numbers. Overall, 21 per cent of employers had engaged with DWP in this way over the last 12 months.

Sometimes DWP will ask employers to provide information relating to current or previous employees (for example, to assist with the processing of benefit claims). Overall, eight per cent of employers had this type of contact over the last 12 months.

Employers' satisfaction scores for contact with DWP

Satisfaction levels with the different types of contact varied. The average satisfaction rating for contact relating to recruitment initiatives was 6.6 on a 10-point satisfaction scale. Around half of employers who had engaged with recruitment initiatives felt that either their needs were met at the first time of asking or that the service they received was responsive and efficient.

Average satisfaction levels with using DWP as an information resource were 7.6 for workforce management information and 8.2 for pensions/pay information.

Across all types of contact with DWP (including use of Universal Jobmatch and Jobcentre Plus for recruitment), the combined satisfaction rating was 7.3.

Workforce culture

See Chapter 5.

Various combinations of factors determine employers' labour market requirements and how they engage with DWP. As well as workplace characteristics (size, sector, Jobcentre Plus Regional Group), these factors include structural features (such as how they organise their HR function, the types of labour contract they offer) and cultural factors (underpinning attitudes to workforce diversity and to the balance of responsibilities between government, employer and employee, for example).

In order to better understand how such factors combine – and thereby to deliver a greater depth of analysis that will allow DWP to better understand how to more effectively target communications and business relationships with employers – the report incorporates statistical segmentation analysis (see Chapter 5). This analysis groups employers into six segments: **social interventionists**, **business benefit interventionists**, **growing pains**, **steady middle**, **late adopters** and **die-hard and distant** employers.

The **social interventionist** and **business benefit interventionist** employers are small segments (accounting for only seven per cent of employers between them) but have levels of contact with DWP that are much greater than other segments. They are segments that show strong commitment to encouraging diversity in the workplace and buy in to the idea of employer responsibility for ensuring employment opportunities for individuals facing disadvantage.

The **growing pains** segment represents one in eight employers (12 per cent) and groups employers with high levels of workforce challenge (in particular finding staff prepared to work to the patterns the business requires) who are less convinced of the need for employers to work with Government in improving the employment landscape for harder to help groups than employers in other segments.

The two largest segments account for almost two-thirds of employers between them. These include:

- the **steady middle** employers who show a high level of commitment **in principle** to the concept of a diverse workforce but who in practice are not particularly likely to report that they have recruited from any groups that face disadvantage in the workplace; and
- the **late adopters** who are characterised by the belief that employers have a responsibility to look after their own staff but are less convinced that there is an argument for employer participation in activities for the wider good of the economy (such as pre-employment training and encouraging retirement saving). Such employers have relatively low levels of recruitment activity and make limited use of reduced-hours working.

The final group is the **die-hard and distant** segment. These account for one in eight of the employer population. They are relatively inactive in the labour market in the sense that they had very low recruitment levels in the 12 months prior to the survey and low engagement in recruitment and support initiatives. They are also unconvinced of the value of a diverse workforce and tend to feel there is not a strong argument for employer responsibility in any of DWP's priority areas.

Conclusions

See Chapter 6.

Analysis of the survey findings suggests the following conclusions/implications.

Implications for Universal Jobmatch

- A third of employers recruiting through Jobcentre Plus at the time of the survey do not envisage using Universal Jobmatch. The majority of employers were either happy with existing or other recruitment channels or felt the service could be improved based on the level of support it provides. It may be advantageous to communicate the benefits of Universal Jobmatch to these employers in the coming months while they are still in contact with DWP so that a move to more self-service Jobcentre Plus channels does not lead to a reduction in employment opportunities for DWP customers. However, it is possible that some of these employers will be unable or simply not willing to use a self-service online channel from Jobcentre Plus.
- There are a small number of employers who have used Universal Jobmatch and not other Jobcentre Plus services for recruitment over the last 12 months (who may have either migrated from traditional Jobcentre Plus channels or who may be new to recruiting through DWP). Hence, there may be potential for Universal Jobmatch to convert some new employers to using DWP recruitment channels.
- There is potentially a strong communications message in the fact that the proportion of employers who have used Universal Jobmatch but not been able to fill a vacancy is much lower than for the 'traditional' Jobcentre Plus route.

Implications for welfare reform

- To realise the benefits of welfare reform, unemployed people will be encouraged to take full advantage of flexible working opportunities. Survey findings show that longer-hours part-time working is relatively commonplace (59 per cent currently offer these opportunities). Fewer – but still a considerable proportion of employers – offer shorter-hours part-time positions involving fewer than 16 hours (35 per cent). A smaller number of employers offer positions on zero-hours part-time contracts (eight per cent).
- The introduction of Universal Credit is intended, among other things, to remove the so-called 'benefit trap' and this should make it easier for employers to find individuals willing to work to the patterns that suit their business. In the main, under the current welfare system, employers do not appear to have widespread difficulties when attempting to recruit part-time positions (15 per cent experiencing difficulties for positions involving fewer than 16 hours per week and 19 per cent for positions involving 16-30 hours per week); nor do they appear to have difficulties when asking existing staff to work longer hours (15 per cent experiencing difficulties) or to upskill in order to fill vacancies (five per cent experiencing difficulties). However, there were small pockets of employers who were more likely to have experienced difficulties. At an overall level, smaller companies were more likely to run into difficulties, while employers operating in the business and other services sector and the construction sector were more likely to face difficulties when attempting to recruit to zero-hours contracts.

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- Universal Credit places a strong emphasis on progression, whereby claimants who are in work may also need to demonstrate that they are making efforts to increase their income. In the 12 months preceding the survey, the proportions of employers that reported experiencing pressure from lower paid employees to increase their salaries or working hours beyond what the business could justify were 17 per cent and nine per cent respectively. It may be interesting to monitor this over time following the roll-out of Universal Credit.

Implications for recruitment initiatives

- Employers' experiences of engagement with recruitment initiatives are quite mixed. Employers' main concerns seem to focus around the perceived ineffective screening/selection of candidates that they receive. This is something that welfare reform and Universal Jobmatch are designed to address, so it will be of interest to see if this remains a concern over the next two years.
- Much of the activity that forms part of the measures to 'Get Britain Working' centres around opening up employment opportunities for those facing disadvantage in the labour market and one way of measuring the success of this will be in monitoring the proportion of employers who have taken on individuals from harder to reach groups. Findings from this survey⁴ provide a baseline against which future changes in employment opportunities might be measured.

Sectoral issues

- Employers in the non-market services sector are particularly active in the recruitment market and were most likely to respond positively to the workforce diversity statements. However, their use of Universal Jobmatch is currently lower than average.
- Construction employers are among the most likely to have experienced difficulties in filling reduced hours positions. The sector is also prominent among the early adopters of Universal Jobmatch. However, these employers appear to have had a less satisfactory experience with the service than other users.
- The trade, accommodation and transport sector also presents some opportunities. It is a sector where reduced hours working is common. It is also a sector where employers are particularly likely to have taken on young people but disproportionately unlikely to have recruited individuals from harder to reach groups.

⁴ This survey considered employers' engagement with a number of recruitment initiatives (The Youth Contract; Work Experience; pre-employment training; Work Choice) that are linked with the measures to 'Get Britain Working'.

1 Introduction and methodology

1.1 Background and objectives

The 2013 Employer Engagement and Experience Survey is a nationally representative survey that explores the ways in which employers engage with the Department for Work and Pensions (DWP) in relation to:

- **recruitment activity**, by asking employers about their current workplace structure, the recruitment of staff within the last 12 months and the recruitment channels used (in particular Universal Jobmatch and other Jobcentre Plus services for recruitment);
- **workforce development and communications**, by asking employers about their experiences of the labour market, DWP recruitment initiatives, diversity within the workplace and employer-employee relations;
- **workforce financial planning and strategies**, by asking employers about DWP assistance with workforce management, overall buy-in to working with DWP and pensions and pay.

In so doing, the survey provides a measure of how effective DWP's communication and business relationships are with employers. The survey moves away from mainly focusing on such measurements of satisfaction to collecting data that will inform policy design and service improvement.

This new survey comes at an important time for DWP as current cross-Government policy changes will have wide-ranging effects on both employers and their staff. Some of the key changes taking place are:

- in November 2012, DWP launched a new web-based service, **Universal Jobmatch**, which provides employers with a free, 'self-service' internet-based job filling and matching service, replacing Employer Direct online (EDon) amongst other services;
- the programme of **welfare reform** that DWP is leading centres on the introduction of a universal single means-tested benefit system, that removes the in and out of work distinction for claimants. Welfare reform will require claimants to take full advantage of opportunities that employers provide to secure employment and increase earnings. Universal Credit relies on employers accurately reporting Real Time Information on employees' earnings to HM Revenue & Customs (HMRC) when they run their payroll, but aims to add no other administrative burden;
- **Get Britain Working** sets out a number of measures⁵ to support the most vulnerable and help people to break the cycle of benefit dependency. These measures, along with wider specialist support (e.g. the Youth Contract, disability support, older people and disadvantaged groups), will form the basis for DWP staff to work with businesses and business representatives, to support them in achieving their recruitment plans and to help jobseekers;

⁵ A new package of employment support measures was introduced between October 2010 and August 2011. These included Work Clubs, Work Together, Enterprise Clubs, Work Experience, New Enterprise Allowance and sector-based work academies. Jobcentre Plus district managers use their discretion to identify which measures will be offered in their area based on claimant and local labour market characteristics.

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- In October 2012, the first employers started to automatically enrol their staff into workplace pensions to comply with the **workplace pension reforms** that DWP also has responsibility for delivering. Successful implementation of automatic enrolment relies heavily on the engagement of employers and the way in which they represent the reforms to their staff.

A lot of these changes came into force from mid-2013, thus presenting an opportunity for this survey to provide a baseline against which future changes in employer experiences and engagement might be measured.

1.1.1 Objectives

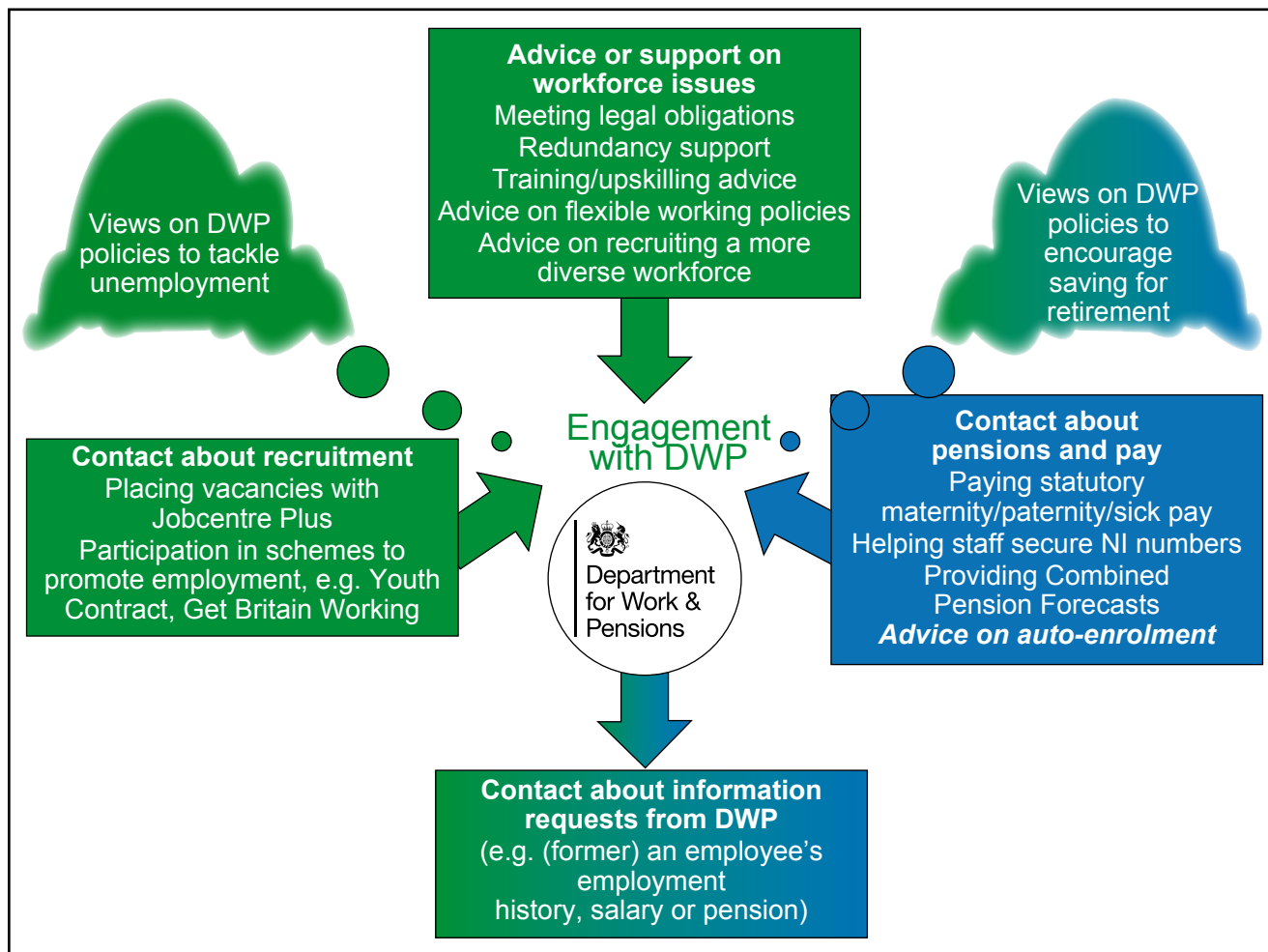
The core objectives of the survey were to:

- understand the extent and nature of employers' contact and engagement with DWP;
- provide a baseline against which the impacts of policy changes can be measured – in particular in respect of the introduction of Universal Credit.

1.2 Survey methodology

There is a wide range of possible points of contact employers might have with DWP. Figure 1.1 frames these contact points, grouping them into contacts which employer representatives working in the sphere of human resources (HR) might be most likely to have (in green) and those contacts most likely to fall within the 'financial sphere' (in blue). Some interactions span both spheres.

Figure 1.1 Range of possible employer contacts



From a methodological perspective, this has meant a survey which was designed and conducted in two parts:

- 1 for the first part of the survey, we asked to interview the most senior person at the employer site with responsibility for HR, and we asked them about various aspects of their organisation's recruitment activity and practice, and the attitudes that underpin that;
- 2 for the second part of the survey, we turned to *'how the company administers payroll and the dealings which it has with the Government in seeking information about its obligations as an employer or providing information to Government departments and agencies such as HMRC'*. We asked to interview the most senior person at the employer site with responsibility for financial matters and/or payroll. In some cases, such issues were dealt with by the same person who dealt with HR issues; in other cases these responsibilities were quite separate, and exploring them involved speaking with a different person.

1.2.1 Sample design

The survey was designed to be representative of all establishments in Great Britain in which at least two people work. 'Establishments', in this sense, denotes specific individual sites or premises; thus, if an organisation has several sites, it is possible that more than one of these sites will have appeared in the sample.

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Within each country, a stratified random sample approach was used, with targets set on an interlocking basis for the numbers of interviews to be achieved within each of five size bands (defined in terms of the number of people on the payroll at the establishment), and each of six sectors.

These six sectors were defined in line with the sector groupings defined in the UK Commission for Employment and Skills (UKCES) 'Working Futures' series⁶ which uses SIC 2007 to group various industries into one of six sectors: primary sector and utilities; manufacturing; construction; trade, accommodation and transport; business and other services; and non-market services. Figure 1.2 shows a breakdown of the different types of employers included within each of these broad sectors.

1.2.2 Sample size and profile

The profile of the population was established through the Office for National Statistics (ONS) based on data from Inter-Departmental Business Register (IDBR) February 2013 statistics. Contact details for employers were sourced from Experian's commercial database of establishments.

In total, 2,800 telephone interviews were conducted with individuals responsible for HR and 1,075 telephone interviews with individuals responsible for payroll and pensions. In total, 237 of the 1,075 interviews with individuals responsible for payroll and pensions were completed with a new respondent. The breakdown of these interviews by Jobcentre Plus Regional Group, size and sector is shown in Tables 1.1 and 1.2.

⁶ <http://www.ukces.org.uk/assets/ukces/docs/publications/evidence-report-41-working-futures-2010-2020.pdf> (a source of UK labour market forecasts, which was also used to define sectors for the UKCES Employer Perspectives Survey).

Table 1.1 Achieved interviews by Jobcentre Plus Regional Group and size, by sector – HR

Jobcentre Plus Regional Group				
Southern England				410
London & Home Counties				385
Central England				410
North East				390
North West				395
Scotland				410
Wales				400
Size by sector¹				
	2 to 9	10 to 49	50 to 249	250+
Primary sector and utilities	103	79	97	14
Manufacturing	58	77	107	87
Construction	114	103	118	13
Trade, accommodation and transport	169	205	186	151
Business and other services	164	170	191	173
Non-market services	61	99	131	130

¹ These sectors were defined as in the UKCES Working Futures series using SIC 2007 codes.

Table 1.2 Achieved interviews by Jobcentre Plus Regional Group and size, by sector – finance

Jobcentre Plus Regional Group				
Southern England				169
London & Home Counties				150
Central England				166
North East				152
North West				137
Scotland				152
Wales				149
Size by sector¹				
	2 to 9	10 to 49	50 to 249	250+
Primary sector and utilities	37	28	45	10
Manufacturing	21	27	37	39
Construction	41	38	58	7
Trade, accommodation and transport	60	73	64	61
Business and other services	59	61	72	75
Non-market services	22	35	46	59

¹ These sectors were defined as in the UKCES Working Futures series using SIC 2007 codes.

Overall the margin of statistical error is no more than ± 1.85 per cent⁷ for the HR section and ± 3.1 per cent for the pensions and pay section.

⁷ This is in the 'worst case scenario' for the recruitment sections of a finding of 50 per cent.

1.2.3 Fieldwork

Interviews were conducted between 8 May and 21 June 2013 using Computer Assisted Telephone interviewing (CATI). The questionnaire used is available in Appendix C.

1.2.4 Analysis

The survey explores and describes the experiences of the total population of UK employers; it also looks to identify different patterns of experience/behaviour among particularly sub-groups of the population. Differences between sub-groups have been tested for statistical significance and only those that are significant are reported on here (unless specifically indicated otherwise).

In addition, a statistical segmentation was carried out using some of the attitudinal data collected in the survey and the results of this are described in Chapter 5.

1.3 Profile of GB businesses

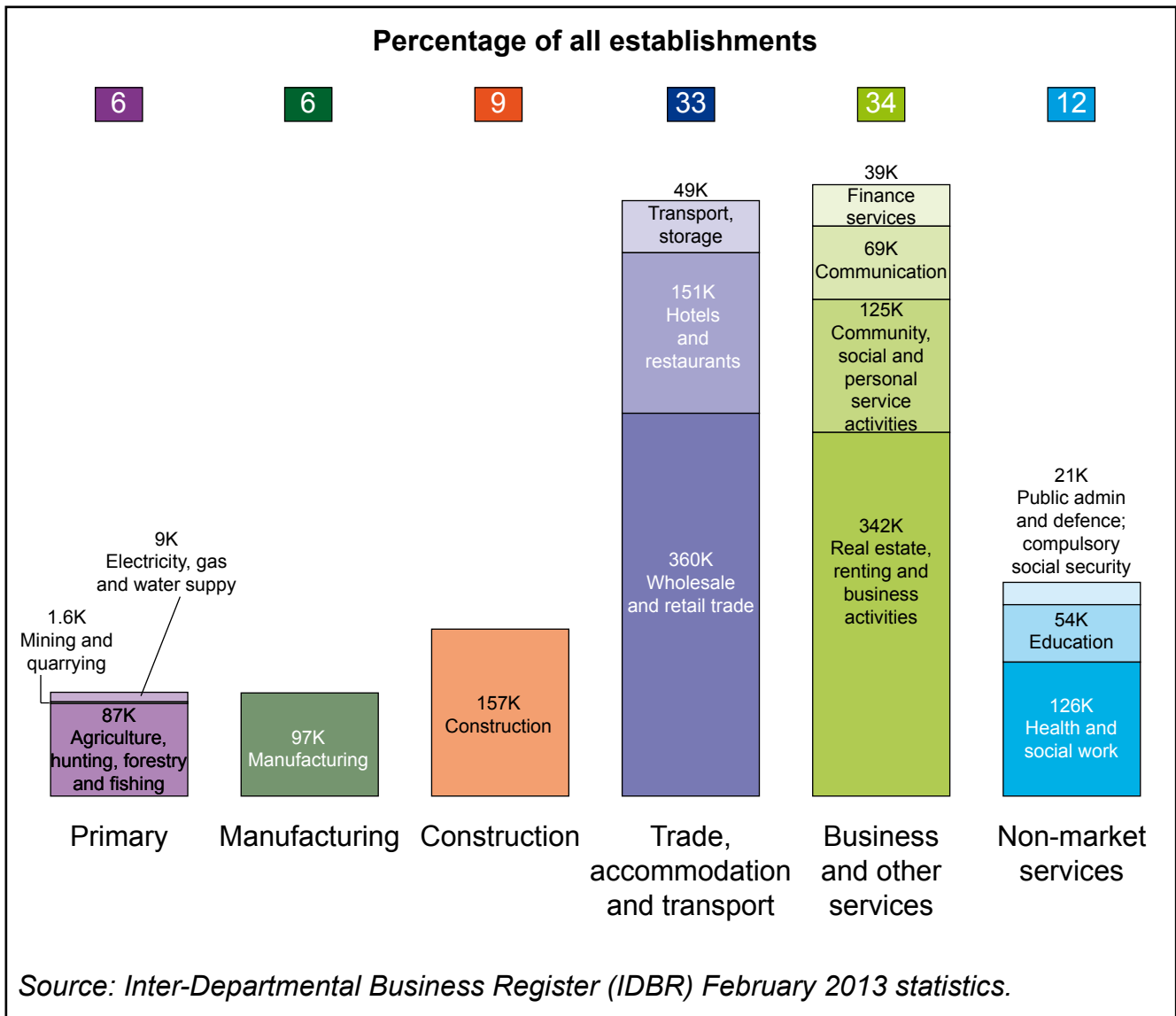
The survey encompasses establishments with two or more employees across England, Scotland and Wales, in all sectors of the economy (across the commercial, public and charitable spheres) – a population of 1.7m establishments.

These employers are unevenly spread across Jobcentre Plus Regional Groups. Almost a half of them (45 per cent) are located in London/the Home Counties and Southern England, with a further one in five based in Central England. Only eight per cent and five per cent respectively are based in Scotland and Wales (Appendix A shows a full breakdown of business by Jobcentre Plus Regional Group).

Figure 1.2 gives information about how the six sectors are constituted, and highlights the relative size of each sector in terms of the number of establishments.

The number of establishments within each sector differs considerably. The two largest sectors: trade, accommodation and transport and business and other services account for two-thirds of all establishments in Great Britain (33 per cent and 34 per cent respectively). In comparison, the primary sector and utilities and the manufacturing sector each represent six per cent of all establishments.

Figure 1.2 Sector profile of GB employer population



As well as being different in terms of the number of employers within each of them, the sectors are also quite different in terms of the size profile of those employers. In all sectors except the non-market services sectors, the smallest employers constitute the majority of the employer base; however, while they account for nine in ten employers in the primary sector and utilities sector, they only account for two-thirds of manufacturing employers and fewer than half of employers in the non-market services sector (a full picture of the size breakdown of each sector is also included in Appendix A).

As well as this detailed sector categorisation, the survey also groups employers according to broad sector, categorising employers **based on survey responses** as being: (1) private or commercial in nature, seeking to make a profit; (2) financed by central or local government; or (3) a charity, voluntary sector organisation or social enterprise. Of all the businesses surveyed 84 per cent were private sector, 11 per cent third sector and four per cent public sector. For the majority of sectors the majority of employers fell within the private sector classification, with the exception of non-market services which had a more even split across the three sectors (again, Appendix A shows a full breakdown of the six sectors into private sector, third sector and public sector).

1.4 Reporting conventions

The survey was carried out at an establishment level; the terms 'establishment', 'employer', 'business' and 'organisation' are used for this interchangeably throughout this report to avoid excessive repetition and to aid reading.

In tables, zero is denoted as a dash and an asterisk if the figure is larger than zero but smaller than 0.5.

The findings presented in this report reflect a descriptive exploration of the data, however, it should be noted that in all cases where differences by sub-groups (most commonly sector, size and Jobcentre Plus Regional Group) are commented on they are statistically significant at the 95 per cent level. Where differences are not significant for these sub-groups (sector, size and Jobcentre Plus Regional Group) they will not be reported on.

Throughout the report when referring to the size of an establishment we use the terms 'micro' (two to nine employees), 'small' (ten to 49 employees), 'medium' (50 to 249 employees) and 'large' (250 or more employees).

Throughout the report unweighted base figures are shown on tables and charts to give an indication of the statistical reliability of the figures. These figures are always based on the number of establishments answering a question, as this is the information required to determine statistical reliability. Therefore, where percentages are based on 'all recruiting', the base figure quoted is the number of establishments who have attempted to recruit within the last 12 months.

1.5 Report structure

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

- **the nature of employment opportunities that employers offer (Chapter 2)** – employers' use of reduced hours contracts and casual work, and the extent of any problems they experience finding candidates to fill such contracts, alongside their experience of pressures from staff to offer different terms and conditions. The chapter also explores employers' attitudes to diversity in the workplace, and their experience of recruiting harder to place workers;
- **use of DWP for recruitment (Chapter 3)** – employers' use of and satisfaction with Jobcentre Plus and Universal Jobmatch and other self-service online channels (such as monster.co.uk or jobsite.co.uk);
- **other contact (Chapter 4)** – exploring other contact points employers have with DWP including involvement with recruitment initiatives, recruitment services, the provision of information to assist with workforce management and pensions/pay issues and requests that DWP makes for information on current or former employees;
- **workforce development culture (Chapter 5)** – details an attitudinal segmentation of employers that was produced and explores the variation in engagement with DWP by segment.

2 The nature of employment opportunities that employers offer

2.1 Introduction

In this chapter we explore the extent to which employers are currently offering employment contracts and conditions outside of traditional full-time posts, and the extent to which they are challenged in finding people to fill these posts and/or to work to patterns and hours that fit the needs of the business.

We also look at the underpinning attitudes and beliefs that employers hold in respect of employing a diverse workforce and offering employment opportunities to harder to help groups within the labour market.

These measures are presented as important in themselves in creating a picture of opportunity and 'market potential'; they also form a baseline against which any changes in employer attitudes and practice can be measured moving forward. The introduction of Universal Credit aims to ensure that work always pays and therefore, to make it more attractive for jobseekers to take part-time work and work on short-term contracts. Hence, it is of interest to understand how many employers currently have these types of positions and any recruitment difficulties that they face in filling them. Similarly, as part of the measures to 'Get Britain Working', the Department for Work and Pensions (DWP) is seeking to improve the employment prospects of those facing disadvantage in the labour market and hence, it is useful to monitor the impact that these efforts have on attitudes of employers.

2.2 Recruitment within the last 12 months

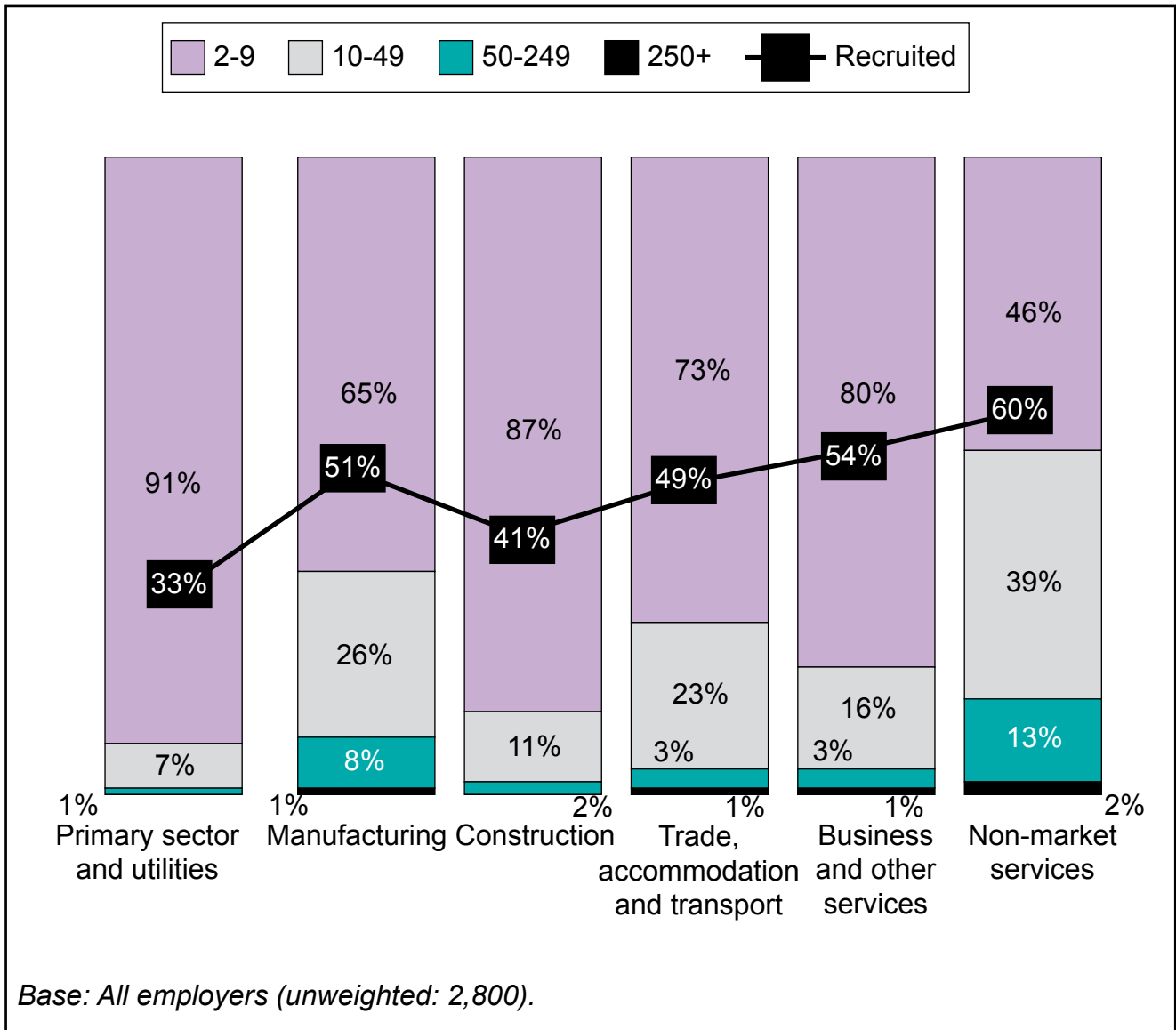
Running through the heart of the chapter is a definition of 'recruiting employers' – those who have recruited/attempted to recruit someone over the course of the last year.

In broad sector terms, public sector employers (63 per cent) were more likely to have recruited than those in the private (51 per cent) and third sectors (44 per cent).

Recruitment activity was considerably stronger in some sectors than in others. Non-market service sector employers were considerably more likely than average to have recruited in the 12 months prior to the survey (60 per cent of them had done so), and employers in the construction (41 per cent) and primary sector and utilities (33 per cent) considerably less likely to have done so. These differences correlate quite closely to the size distribution of establishments in each sector. That is, the higher the average size/headcount of employers in a sector, the higher the level of recruitment activity that is observed in that sector (Figure 2.1).

The higher the headcount of a business the more likely that it will have tried to recruit within the 12 months prior to the survey. Almost all large employers had tried to recruit in the 12 months prior to the survey (96 per cent) compared with 41 per cent of micro businesses.

Figure 2.1 Size of workforce and proportions recruiting, by sector



Half of employers in Britain (50 per cent) had recruited, with those in Scotland more likely to have taken on new employees (57 per cent) than employers based in England (50 per cent) or Wales (46 per cent)⁸.

⁸ The vast majority of these 'recruiting employers' – 90 per cent – had been successful in recruiting at least one person by the time of the survey. The nature and volume of recruitment activity is explored further in the next chapter.

2.3 Employers' use of part-time and zero-hours contracts

The survey establishes a landscape in which long-hours part-time contracts are widespread and shorter-hours part-time contracts are common; highly flexible zero-hours⁹ contracts are part of the employment repertoire of a relatively small minority of employers. Overall, three in five employers (59 per cent) employed staff contracted to work between 16 and 30 hours a week, a third (35 per cent) had staff who worked fewer than 16 hours a week and one in 12 (eight per cent) employed staff on zero-hours contracts.

As one would expect, the greater an employer's demand for labour – i.e. the larger the size of its workforce – the greater the likelihood that it will offer reduced hours contracts. Almost all large businesses (95 per cent) had staff who worked 16 to 30 hours per week, the majority (68 per cent) had staff who work fewer than 16 hours and almost a third (31 per cent) employed staff on zero-hours contracts. By contrast, around a half of micro-employers (53 per cent of those with fewer than ten employees) had staff who worked 16 to 30 hours per week, a third (32 per cent) had staff working fewer than 16 hours and only six per cent had staff employed on zero-hours contracts.

Employers in the public sector were more likely than those in the private sector to have staff working reduced hours, with those in the third sector falling somewhere in between.

Table 2.1 Employer use of reduced hour/flexible contracts, by broad sector

Percentage of employers employing staff on	Public sector %	Third sector %	Private sector %
16 to 30 hours per week contracts	88	70	57
<16 hour contracts	58	44	33
Zero-hours contracts	22	12	7
<i>Base</i>	295	225	2,254

However, this is likely to be a reflection of the different size profiles of employers who make up the public, third and private sectors. In terms of sector, two broad groups of sectors emerge: non-market services, trade, accommodation and transport and business and other services, among which such contracts are relatively common, and primary services and utilities, construction and manufacturing among which they are relatively rare.

Non-market service businesses were significantly more likely to have members of staff working reduced hours. Four-fifths (78 per cent) of non-market services businesses had staff who worked 16-30 hours a week, 47 per cent had staff working fewer than 16 hours and 17 per cent staff had staff employed on zero-hours contracts.

At the other end of the scale, a third of employers in the primary and utilities sector (32 per cent) offered 16 to 30 hour contracts, a quarter (23 per cent) offered contracts for less than 16 hours per week and only four per cent offered zero-hours contracts.

⁹ A zero-hours contract is a contract of employment under which the employer does not guarantee work for the employee. Under this agreement, the employee is only paid for the work they carry out.

Table 2.2 Employers' use of reduced hour/flexible contracts, by detailed sector

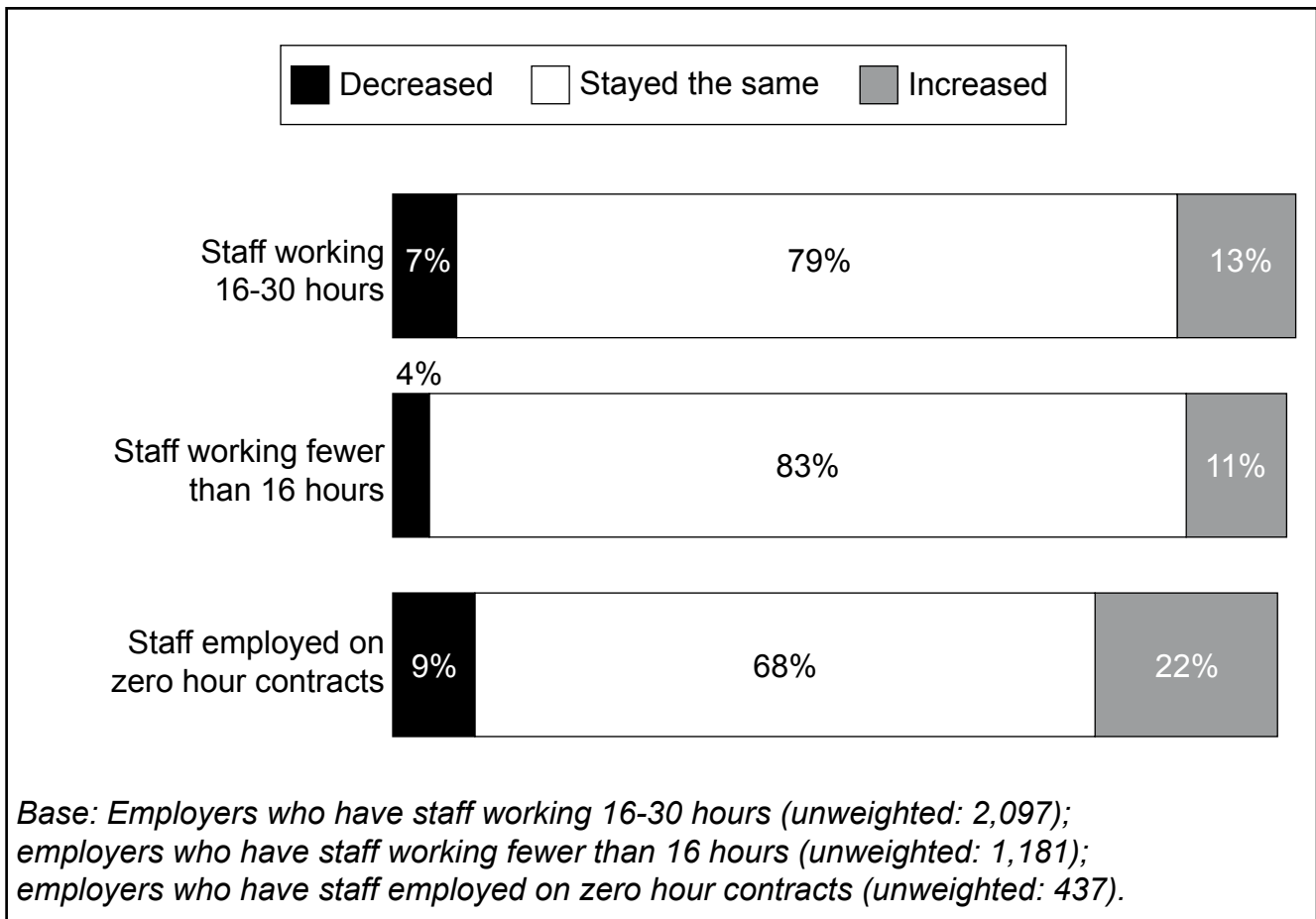
Percentage of employers employing staff on	Primary %	Manufacturing %	Construction %	Trade, accommodation and transport %	Business and other services %	Non-market services %
16 to 30 hours per week contracts	32	46	44	69	55	78
<16 hour contracts	23	27	15	44	32	47
Zero-hours contracts	4	3	1	10	7	17
<i>Base: All employers</i>	293	329	348	711	698	421

'Recruiting employers' were more likely than non-recruiting employers to have staff working on reduced hours contracts: two-thirds (66 per cent) had staff working 16-30 hours a week (compared with 53 per cent of non-recruiting employers), two-fifths (41 per cent) had staff working less than 16 hours a week (compared with 29 per cent of non-recruiting employers) and 11 per cent had staff employed on zero-hours contracts (compared with five per cent of non-recruiting employers).

2.3.1 Changes in the landscape of reduced hours working

All employers who were offering reduced and/or zero-hours contracts were asked whether the number of staff employed on these contracts had changed or remained constant over the previous 12 months. For the most part, the numbers had stayed the same: this was the case for four in five employers offering part-time contracts and almost seven in ten offering zero-hours contracts. However, more employers were employing larger number of staff on these types of contracts than were decreasing their use; and as many as one in five employers offering zero hours were doing so increasingly frequently.

Figure 2.2 Whether number of staff employed on reduced hours/zero-hours contracts has changed

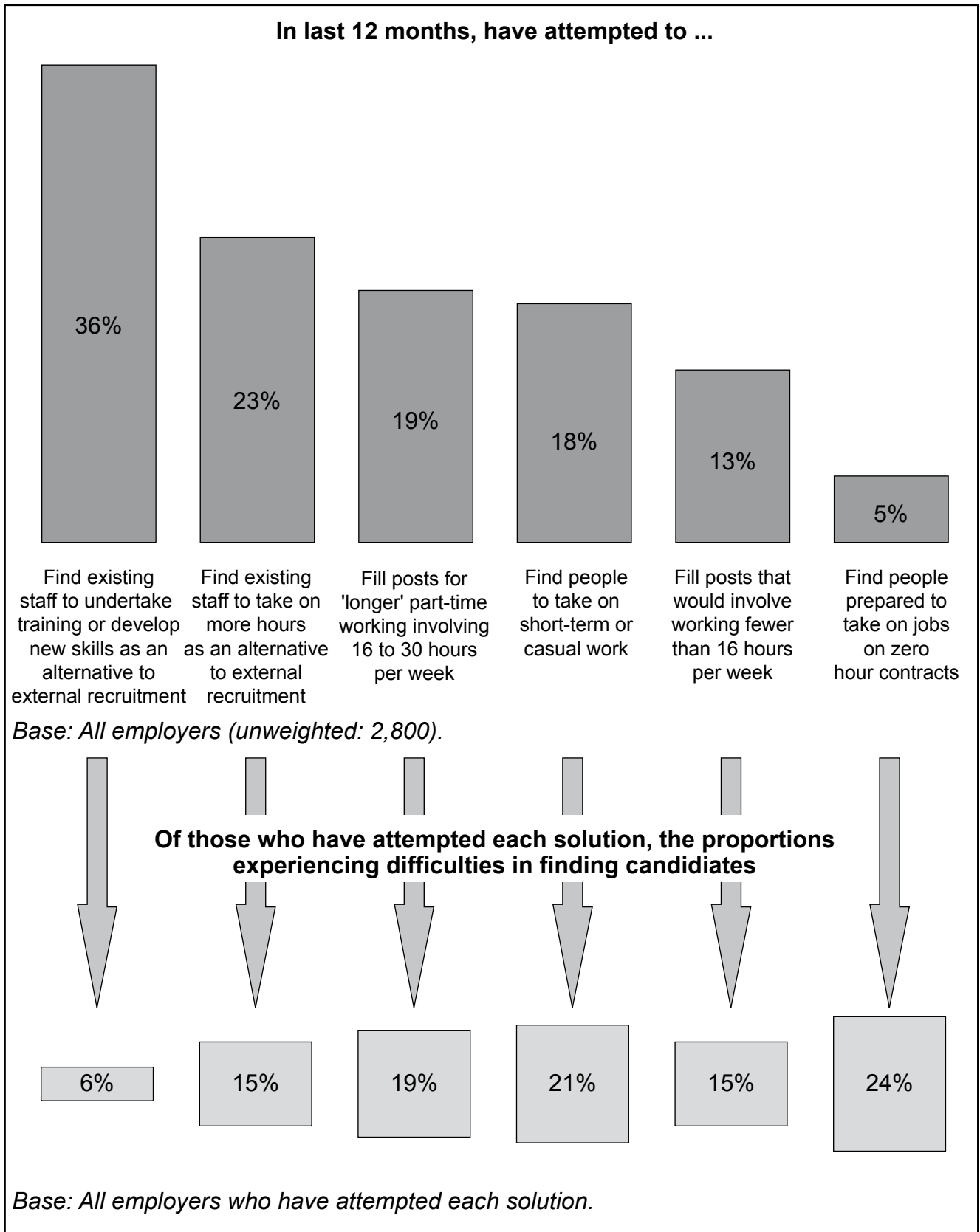


All employers were also asked whether in the 12 months prior to the survey they had attempted to recruit staff to take on such part-time and zero-hours contracts, or other casual labour contracts; additionally, all employers were asked if they had attempted to tackle labour needs by encouraging existing staff to work increased hours and/or to develop skills that would enable them to fill new job roles. Where employers had done any of these things they were asked if they had experienced any difficulties in finding suitable candidates.

Findings from these questions are shown in Figure 2.3.

Overall, relatively few employers have looked to create new flexible and/or short-term posts to increase their capacity. Most who have done so have been successful, although these external routes appear more challenging than redirecting internal sources. One in twenty employers (five per cent) had sought to find people prepared to work on zero-hours contracts. A greater proportion of employers who had attempted to recruit to these contracts experienced problems (24 per cent) than in respect of any of the other types of contract. More than a third of employers encouraged existing staff to undertake training to develop new skills as an alternative to external recruitment (36 per cent), and all but six per cent of them had no difficulties finding suitable candidates.

Figure 2.3 Recruiting part-time and casual work



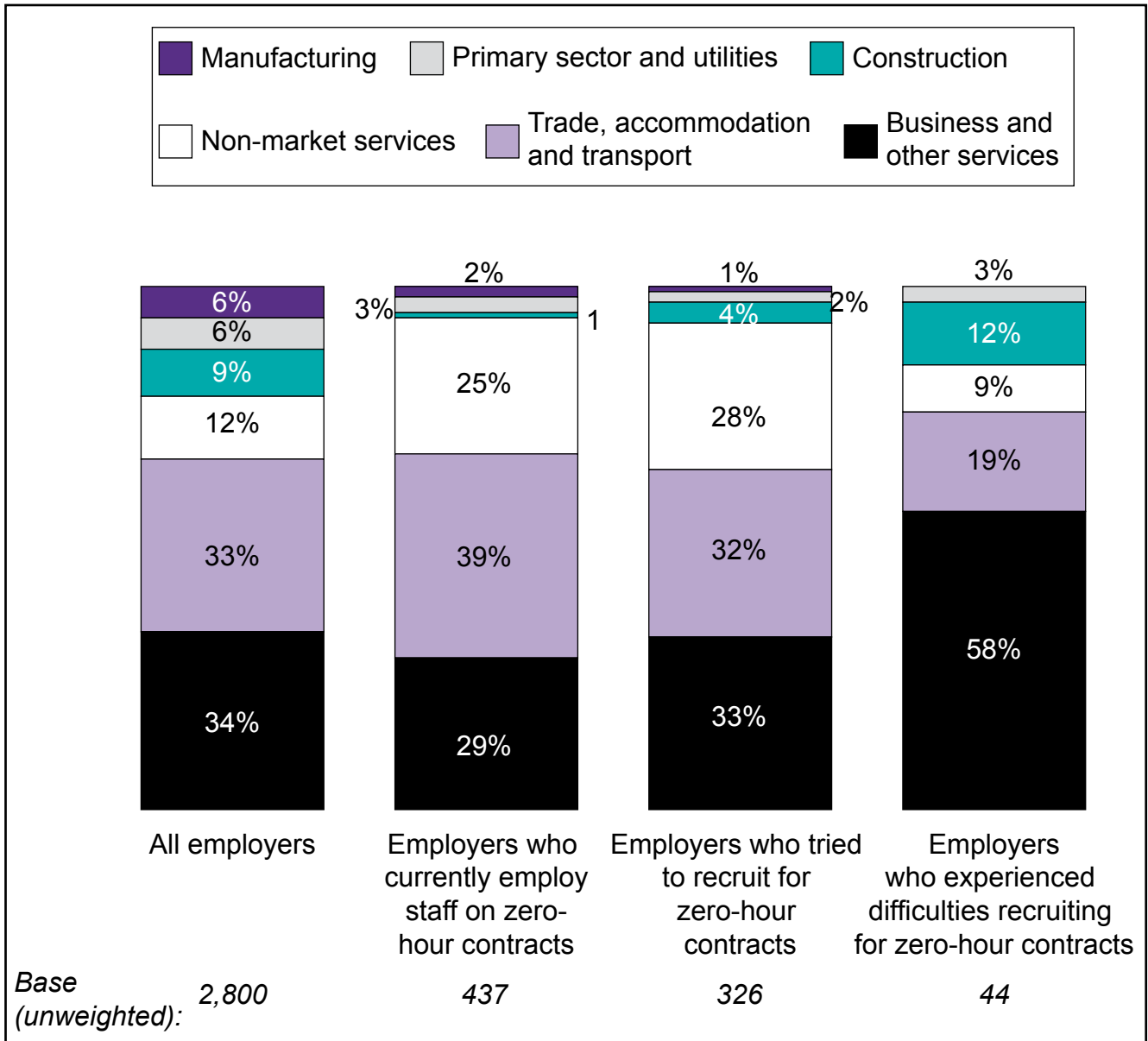
The larger the employer the more likely it was that they had attempted all of these solutions to increasing capacity, and the less likely that they had run into difficulties. When smaller employers attempted these solutions they were more likely to run into difficulties. This was particularly the case with zero-hours contracts: 12 per cent of large employers who tried to find people prepared to take on zero-hours contracts had difficulties in doing so, compared to 41 per cent of the micro-employers.

Employers in sectors which most frequently attempted these solutions were also typically less likely to experience difficulties in making a success of them. Non-market service businesses were most likely to have attempted to tackle labour needs in these ways. Over half (53 per cent) had tried to encourage existing staff to undertake training or develop new skills as an alternative to external recruitment and over a third tried to encourage existing staff to take on more hours as an alternative to recruitment and/or tried to fill posts for 'longer' part-time working involving 16 to 30 hours per week (36 and 35 per cent respectively).

As shown in Figure 2.4, employers from the business and other services sector were disproportionately likely to experience difficulties recruiting staff to zero-hours contracts. They accounted for a third of employers who had tried to recruit zero-hours contract staff in the last 12 months, but as many as three in five of the employers who had experienced difficulties filling these kinds of contract. Construction sector employers are also disproportionately challenged in filling these sorts of contracts. They account for just four per cent of businesses who had tried to recruit for zero-hours contracts but 12 per cent of those who had experienced difficulties in doing so.

Conversely, disproportionately few employers in the trade, accommodation and transport sector and in the non-market services sector experienced difficulties recruiting staff to such contracts.

Figure 2.4 Profile of all employers compared to proportion who currently employ staff on zero-hours contracts, have tried to recruit to zero-hours or experience difficulties in recruiting



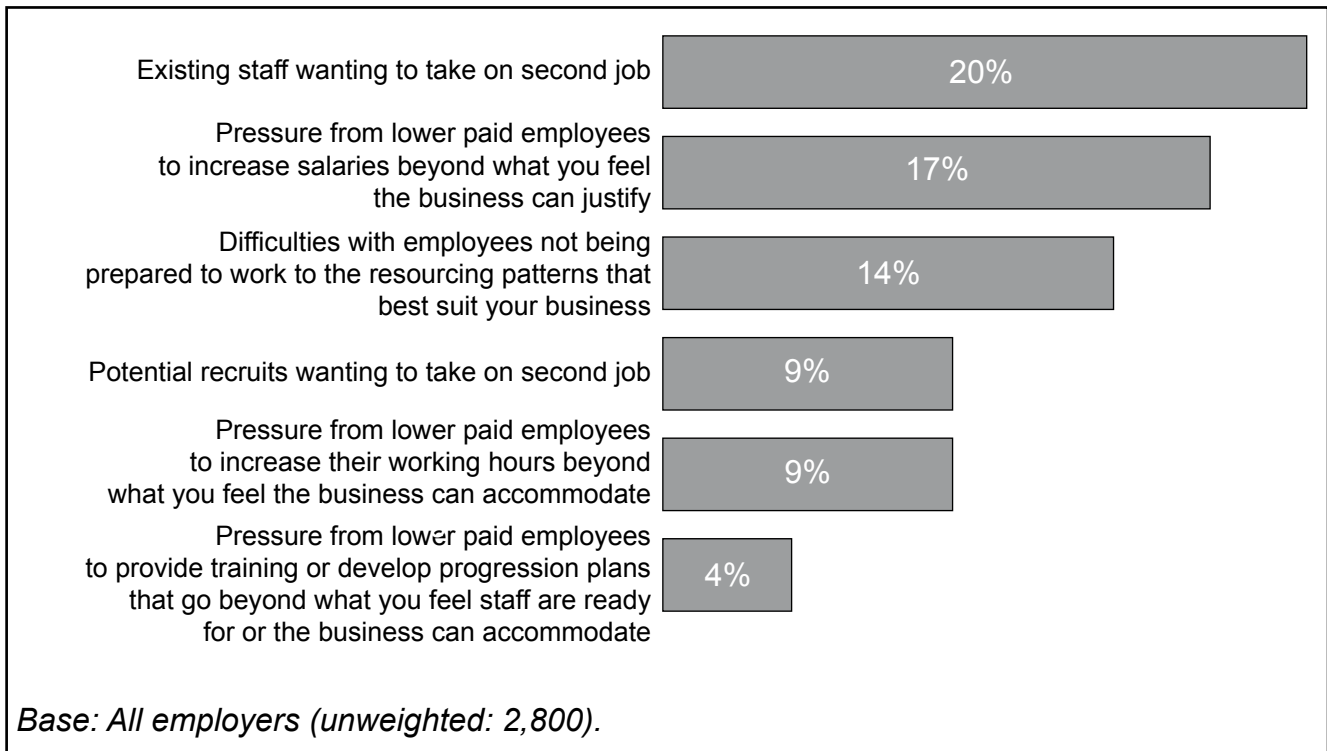
2.4 Difficulties with existing employees and second jobs

All employers were asked whether they had experienced any difficulties in managing staff to work to patterns that suit the business within the 12 months preceding the survey. Employers were also asked separately whether they had experienced any instances of existing staff wanting to take on a second or supplementary job elsewhere, or potential recruits who are already employed elsewhere wanting to work for them as a second or supplementary job.

Figure 2.5 illustrates responses to these questions and shows that the majority of employers had not experienced any of these difficulties and challenges. Overall, 20 per cent of employers had experience of staff wanting to take on a second job. The proportions of

employers that reported experiencing pressure from lower paid employees to increase their salaries or working hours beyond what the business could justify were 17 per cent and nine per cent respectively.

Figure 2.5 Difficulties with existing employees and second jobs



Micro-employers were less likely than organisations with a greater number of employees (ten or more employees) to have encountered any of these difficulties in relation to existing staff. A quarter (24 per cent) of businesses with ten or more employees experienced pressure from lower paid employees to increase salaries beyond what they felt the business could justify, compared with 15 per cent of micro-employers. A fifth (21 per cent) of businesses with ten or more employees had experienced difficulties with encouraging existing employees to work to patterns that suit the business compared with 11 per cent of micro-employers.

Exploring differences by sector, public sector organisations and third sector organisations were more likely than those seeking a profit to have staff wanting a second job (32 per cent and 29 per cent compared with 18 per cent). Non-market service businesses were most likely to have experienced staff wanting to take on a second job (33 per cent) and construction companies least likely (11 per cent).

2.5 Experience of the ‘benefit trap’

Employers who had tried to recruit in the 12 months prior to the survey were asked whether they had encountered concerns from potential recruits about the impact accepting a position may have on their benefit entitlements and tax credit. One in five (19 per cent) employers who had tried to recruit in the 12 months prior to the survey had encountered such concerns.

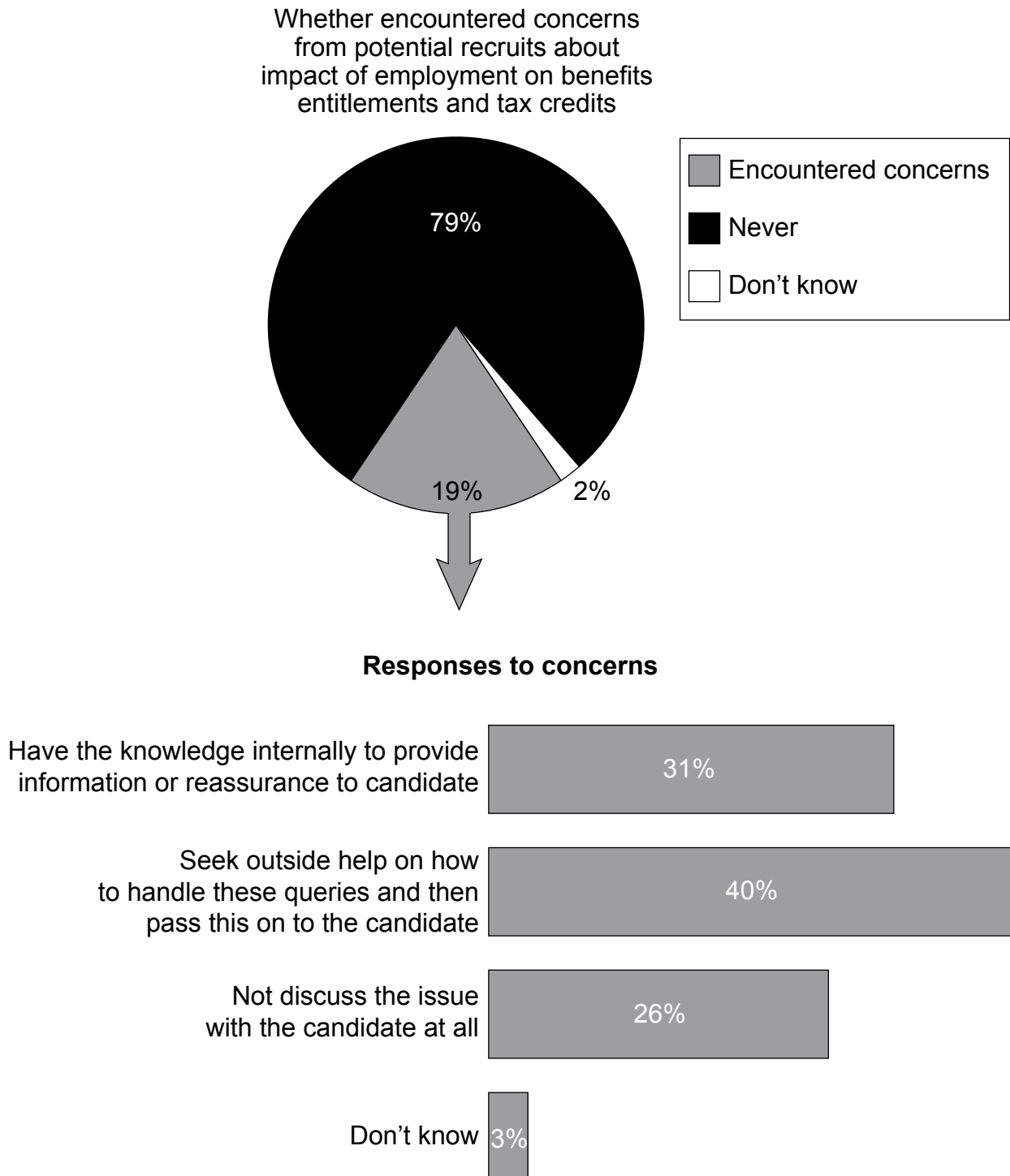
Employers that had encountered concerns from potential recruits were asked how they had dealt with these concerns when they had arisen. Two-fifths (40 per cent) sought outside

DWP Employer Engagement and Experience Survey 2013

help on how to handle these queries and then passed this information on to the candidates. 31 per cent had the knowledge internally to provide information or reassurance to potential candidates. A quarter (26 per cent) when encountering concerns had no discussion around these concerns and offered no advice.

Figure 2.6 Experience of the 'benefit trap'

Base: All employers who tried to recruit (unweighted: 2,082).



Base: All employers who had encountered concerns (unweighted: 521).

As might be expected, micro-employers who had encountered concerns from potential recruits were less likely to have the knowledge internally to deal with these concerns (21 per cent compared with 31 per cent of all employers).

Public sector organisations were less likely than those operating to make a profit to report they had the knowledge internally when encountering concerns from potential recruits (15 per cent compared with 34 per cent respectively). Public sector organisations were more likely to need to seek outside help when encountering concerns (69 per cent of who had encountered concerns compared with 32 per cent of private sector organisations who had encountered concerns). Conversely, public sector organisations were more likely than those in the private sector to have discussed concerns with potential recruits when they arose, with only nine per cent not discussing the issue with the candidate at all (compared with 31 per cent of private sector organisations).

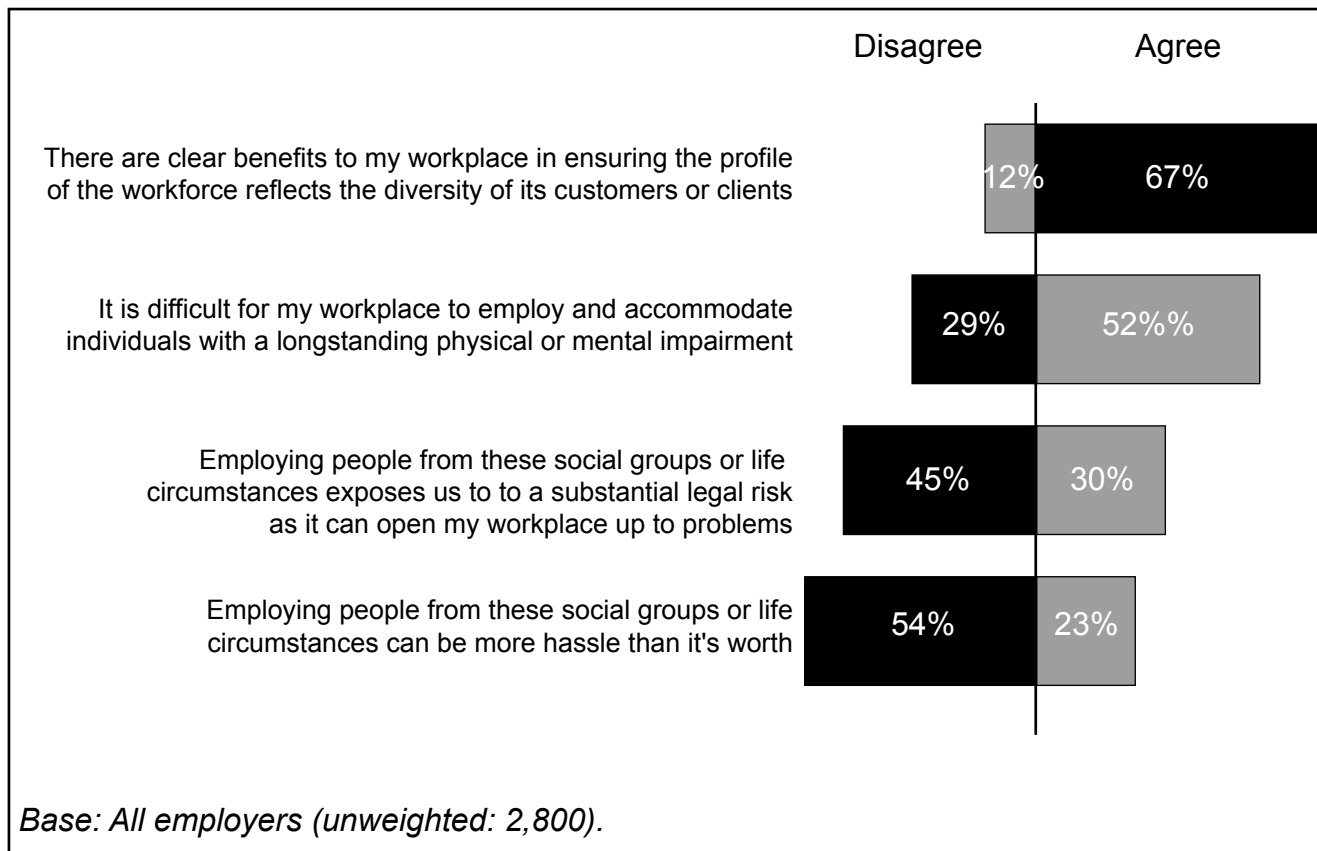
In terms of sector, non-market service sector employers who had tried to recruit in the 12 months prior to the survey were the most likely to have encountered concerns (28 per cent compared to eight per cent of manufacturing companies, the least likely sector).

2.6 Diversity and recruitment from specific groups

Employers were asked for their level of agreement with a number of statements in relation to workforce diversity.¹⁰ Some of these statements were phrased 'positively' and some 'negatively'. Figure 2.7 displays the levels of agreement/disagreement with each of the diversity statements; in each case black represents the 'positive' response.

¹⁰ It was explained to employers that a diverse workforce might include older workers, single parents, carers, those with health conditions, those from different ethnic or cultural backgrounds and those who have been out of work for some time.

Figure 2.7 Diverse workforce statements



As Figure 2.7 shows, employers were generally convinced of the business benefits of reflecting their customer/client base in their workforce. However, attitudes towards the practicalities of accommodating a diverse workforce were more mixed.

The following patterns were highlighted when looking at employer responses by size and sector:

- the larger the employer the more likely they were to respond positively to the workforce diversity statements;
- non-market service businesses were most likely to respond positively to the workforce diversity statements; primary sector and utilities organisations were least likely to respond positively.

Beyond attitudes to diversity, the survey also looked at employment practice in terms of recruiting a diverse workforce, asking employers who had attempted to recruit within the 12 months preceding the survey whether they had recruited anyone from a number of groups who may face challenges in finding work.

Figure 2.8 displays the proportion of recruiting employers who had knowingly recruited from each group¹¹ and the proportion who did so with help from DWP.

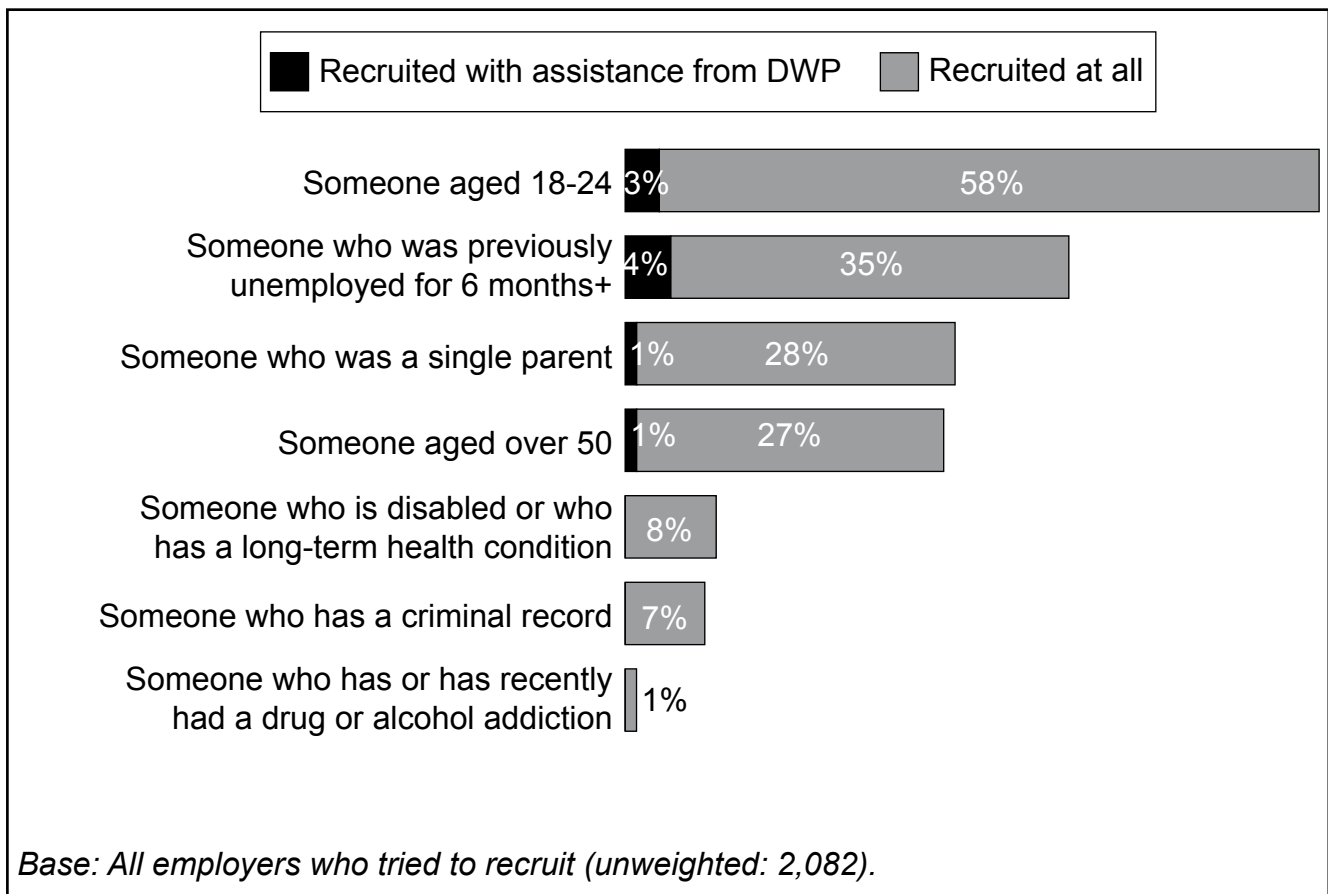
Overall, three-fifths (58 per cent) of recruiting employers had employed someone aged 18-24 years old, a third (35 per cent) someone who was previously unemployed for six months or more before taking up a position at the company and about a quarter had employed

¹¹ The recruitment figures related to employing a diverse workforce were self-reported by employers: some employers may not be aware of employees with addiction issues for example.

someone who is a single parent (28 per cent) or someone aged over 50 (27 per cent). One per cent of employers reported they had employed someone who has or has recently had a drug or alcohol addiction. Recruiting employers are more likely to have knowingly recruited a young, older or unemployed candidate than someone with a disability, criminal record or recent/current drug or alcohol addiction.

Employers who were aware that they had recruited someone from one of these groups were asked whether they received any assistance from Jobcentre Plus or DWP in finding this recruit or ensuring that they met their needs. As shown in Figure 2.7, the majority of recruiting employers did not receive any assistance from Jobcentre Plus or DWP. Employers who had employed someone who they knew to be previously unemployed for six months or more before taking up a position at the company were most likely to have received assistance from Jobcentre Plus or DWP (four per cent).

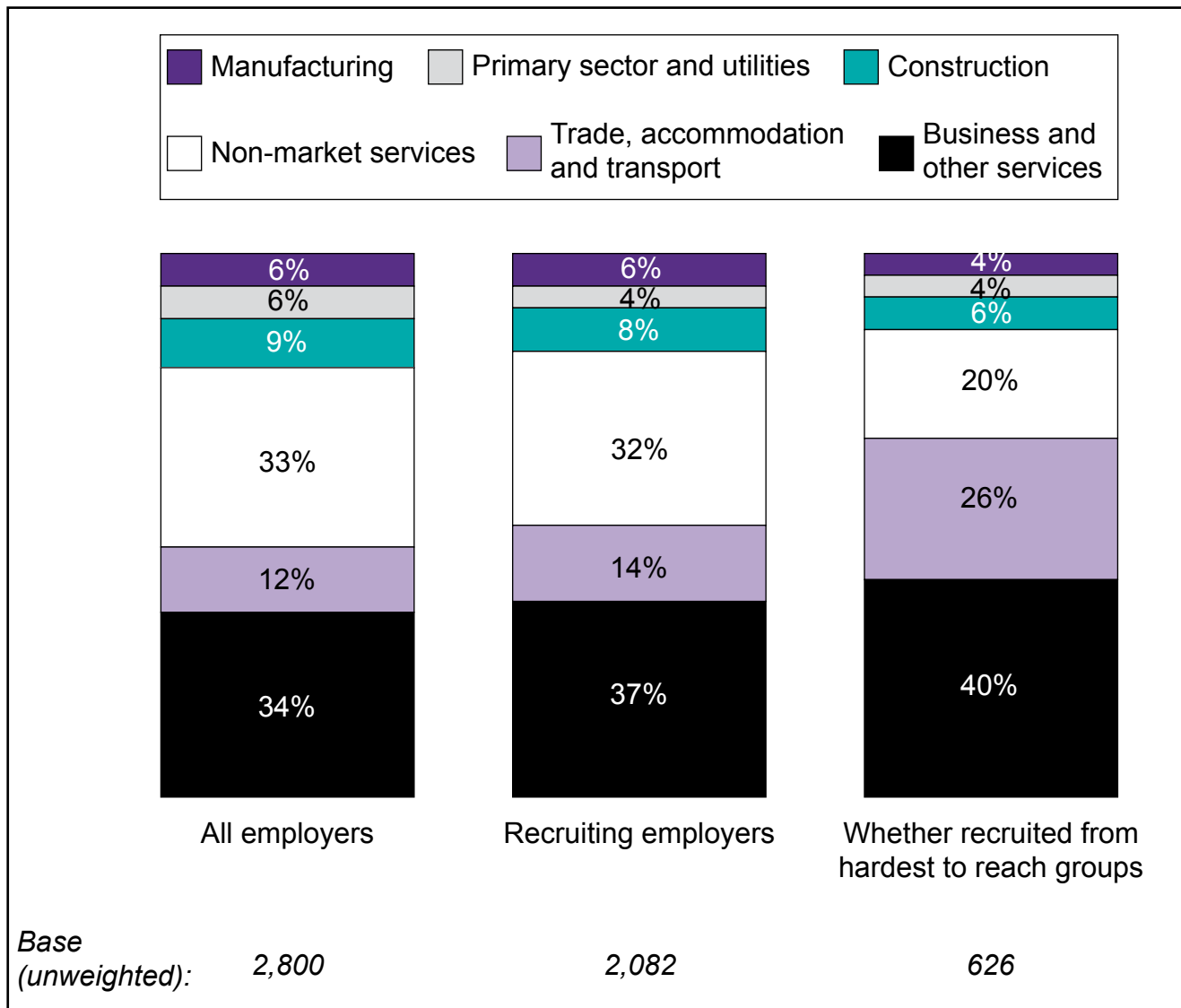
Figure 2.8 Recruitment from hard to reach groups



In the 12 months preceding the survey, the proportions of employers that recruited someone who they knew to be disabled or to have a long-term health condition, to have a criminal record, or to have a current/recent drug or alcohol addiction, were eight per cent, seven per cent and one per cent respectively. As shown in Figure 2.9, the business and other services sector knowingly recruited the largest proportion of employees from hard to reach groups (in line with overall patterns of recruitment activity). However, employers in the non-market services sector were disproportionately likely to recruit candidates from these groups: a quarter of employers (26 per cent) who recruited someone they knew to fit into one of these groups were from the non-market services sector, compared to only one in seven recruiting

employers (14 per cent). Conversely, employers in the trade, accommodation and transport sectors were disproportionately unlikely to do so. Employers in the non-market services sector were also the most likely to have recruited someone aged over 50 (41 per cent compared with 27 per cent on average).

Figure 2.9 Recruitment from three of the groups specified, by sector



2.7 Key findings and implications

The key findings covered in this chapter are that:

- Universal Credit is designed to ensure that work pays and that individuals are better off taking any amount of work than remaining solely on benefits. To realise the benefits of welfare reform, Universal Credit claimants will be expected to take full advantage of flexible working opportunities. Survey findings show that longer-hours part-time working is relatively commonplace (59 per cent currently offer these opportunities). Fewer employers offer shorter-hours part-time positions involving fewer than 16 hours (35 per cent). A smaller number of employers offer positions on zero-hours part-time contracts (eight per cent) but there are signs that they are becoming more common.

- The introduction of Universal Credit is intended, among other things, to remove the so-called 'benefit trap' (whereby individuals are reluctant to take work because of fear that they will be financially worse off than on benefits) and this should make it easier for employers to find individuals willing to work to the patterns that suit their business. In the main, under the current welfare system, employers do not appear to have widespread difficulties when attempting to recruit part-time positions (15 per cent experiencing difficulties for positions involving fewer than 16 hours per week and 19 per cent for positions involving 16-30 hours per week); nor do they appear to have difficulties when asking existing staff to work longer hours (15 per cent experiencing difficulties) or to upskill in order to fill vacancies (five per cent experiencing difficulties). However, there are small pockets of employers that were more likely to have experienced difficulties. At an overall level, smaller companies were more likely to run into difficulties while employers operating in the business and other services sector and the construction sector were more likely to face difficulties when attempting to recruit to zero-hours contracts. One in five (19 per cent) of 'recruiting employers' (rising to 31 per cent of the largest recruiting employers) had encountered direct concerns from potential recruits about the impact of employment on benefit entitlements.
- Universal Credit places a strong emphasis on progression, whereby claimants who are in work may also need to demonstrate that they are making efforts to increase their income. This might require employers to be prepared to justify decisions about pay and progression. To provide a baseline against which this could be measured, these issues were explored in this survey. In the 12 months preceding the survey, the proportions of employers that reported experiencing pressure from lower paid employees to increase their salaries or working hours beyond what the business could justify were 17 per cent and nine per cent respectively. It may be interesting to monitor this over time following the roll-out of Universal Credit.
- Employers are generally convinced of the business benefits of reflecting their customer/client base in their workforce. However, attitudes towards the practicalities of accommodating a diverse workforce are more mixed, and experience of recruiting/employing people from the hardest to reach labour market pools is limited. In the 12 months preceding the survey, the proportions of employers that recruited someone who they knew to be disabled or to have a long-term health condition, to have a criminal record, or to have a current/recent drug or alcohol addiction were eight per cent, seven per cent and one per cent respectively. Much of the activity that forms part of the measures to 'Get Britain Working' centres around opening up new job opportunities for those facing disadvantage in the labour market and one way of measuring the success of this will be in monitoring the proportion of employers who have taken on individuals from harder to reach groups.
- Employers in the non-market services sector were disproportionately likely to report having recruited individuals from harder to reach groups. Those in the trade, accommodation and transport sector were disproportionately unlikely to do so. It may be worth DWP investigating the benefit of forging closer relationships with the non-market services sector for initiatives designed to assist harder to reach individuals since they appear to have a relatively open perspective on workplace diversity.

3 Employer engagement with DWP for recruitment

3.1 Introduction

This chapter focuses on the extent to which Department for Work and Pensions (DWP) recruitment services are used by employers, and to what effect, focusing on Jobcentre Plus¹² and the newly introduced Universal Jobmatch service¹³. The Universal Jobmatch service was introduced in November 2012, and had only been operational for just over half of the 12-month period covered by the survey. However, this survey still offered an important opportunity to examine initial uptake of the service and to develop a baseline figure to which subsequent surveys examining Universal Jobmatch uptake can be compared.

On top of this, the survey allowed for a comparison in usage between Universal Jobmatch and other self-service online recruitment (such as monster.co.uk or jobsite.co.uk)¹⁴.

3.2 Recruitment through Jobcentre Plus, Universal Jobmatch and other self-service online recruitment channels

The findings of this survey indicate that, where organisations operate over multiple sites, decision making regarding recruitment is on the whole taken at site level. Three-quarters of multi-site organisations stated that establishment managers were able to make decisions regarding recruitment without input from head office or other sites. Thus, overall, 92 per cent of establishments interviewed had autonomy on whom and how to hire.

Figure 3.1 shows the proportion of recruiting employers who used each of the three channels, and the extent of overlap between them. Jobcentre Plus is very much the dominant channel of the three, with employers' use of Universal Jobmatch understandably falling someway behind their use of other Jobcentre Plus services and other online channels.

¹² For questions relating to Jobcentre Plus services, employers were asked to consider recruitment through Employer Direct online (EDon) and through their local Jobcentre Plus offices.

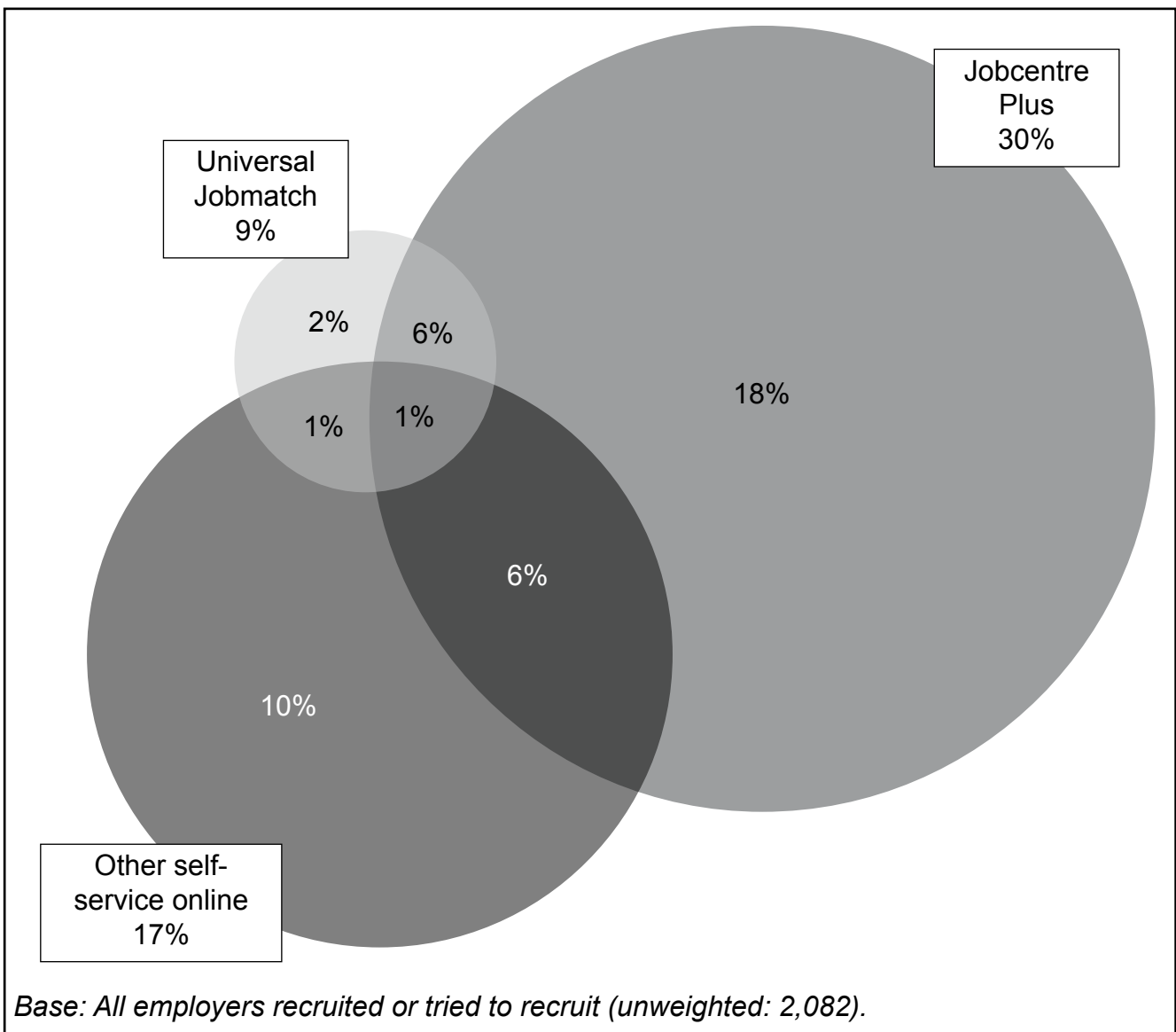
¹³ DWP has introduced Universal Jobmatch a new web-based recruitment service – aimed at connecting employers with people seeking work – which uses intelligent matching technology to enable employers to bypass the process of sifting through applications and thus presents them with candidates that match their job descriptions. By moving jobseekers and recruiters who need less 'hands on' assistance to this online portal, Jobcentre Plus will be able to free up resources to focus on the candidates who face most difficulty in securing work and those employers who can provide employment opportunities but who cannot self-serve. Universal Jobmatch replaces, amongst other services, EDon.

¹⁴ Specifically the survey only targeted equivalent sites which offer the automated matching service, thus sites which resemble an online 'job board' and do not have this facility do not come under the scope of this survey.

Of the employers that had tried to recruit in the past 12 months, three in ten (30 per cent) had done so by using Jobcentre Plus¹⁵; a figure very much in line with the studies referenced previously. Nearly one in ten (nine per cent) recruiting employers reported that they used the Universal Jobmatch service in the 12 months preceding the survey¹⁶. Additionally, 17 per cent of employers reported using other online 'self-service' recruitment services.

There was a high degree of overlap between the channels. Two in five recruiting employers who used Jobcentre Plus had also used (at least) one of the other recruitment channels. Similarly, three-quarters of recruiting employers who had used Universal Jobmatch had also used one of the other two channels explored.

Figure 3.1 Use of DWP channels for recruitment



There were marked differences in the levels of usage of all channels amongst employers

¹⁵ This figure includes any employers who had used the EDon service up until it ceased to be available in November 2012.

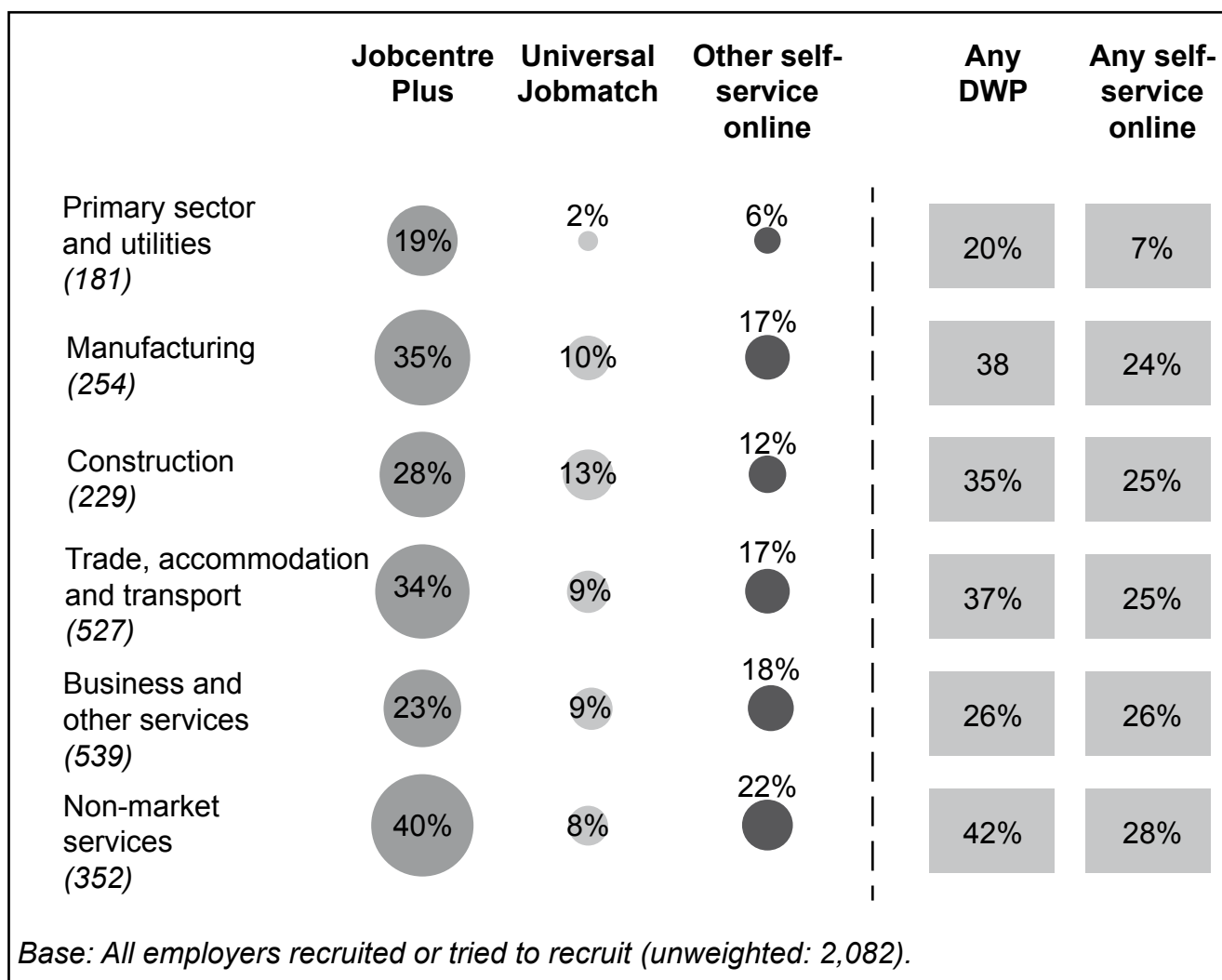
¹⁶ However, having only been 'live' since November, the usage statistics apply to a seven-month period.

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of different sizes, with large employers being more likely to use all channels, reflecting their higher levels of recruitment activity.

There was more (and more nuanced) variation in use of channels across sectors. Figure 3.2 details the proportions of recruiting employers in each sector who used each channel (in the circles), and then summarises both the proportion of recruiting employers who used any DWP recruitment channel (i.e. Jobcentre Plus or Universal Jobmatch) and the percentage who used any self-service online channel.

Figure 3.2 Comparison of recruitment channels used, by sector



Usage of Jobcentre Plus and online self-service channels (whether Universal Jobmatch or commercial provision) generally followed patterns of overall recruitment activity. However, there were some notable exceptions to this:

- employers in the business and other services sector (a sector with high levels of recruitment activity) demonstrated relatively low usage of Jobcentre Plus;
- there was a similar but less marked pattern for the business and other services sector and the non-market services sector with regards to the usage of Universal Jobmatch;
- the construction sector stood out as a sector whose use of Universal Jobmatch appeared to outstrip its general recruitment activity.

Other notable patterns to emerge in terms of use of different channels were that:

- there was a significant difference in the use of Jobcentre Plus for recruitment where establishments had different levels of responsibility for setting recruitment practices and procedures. Jobcentre Plus was more likely to be a recruitment channel of choice amongst employers who had sole responsibility for setting their human resources (HR) policies (56 per cent) compared to those where HR policies are set entirely by the head office (38 per cent);
- businesses that had only been operating for three years or less showed significantly higher levels of usage of Universal Jobmatch (17 per cent).

3.3 Recruitment volumes

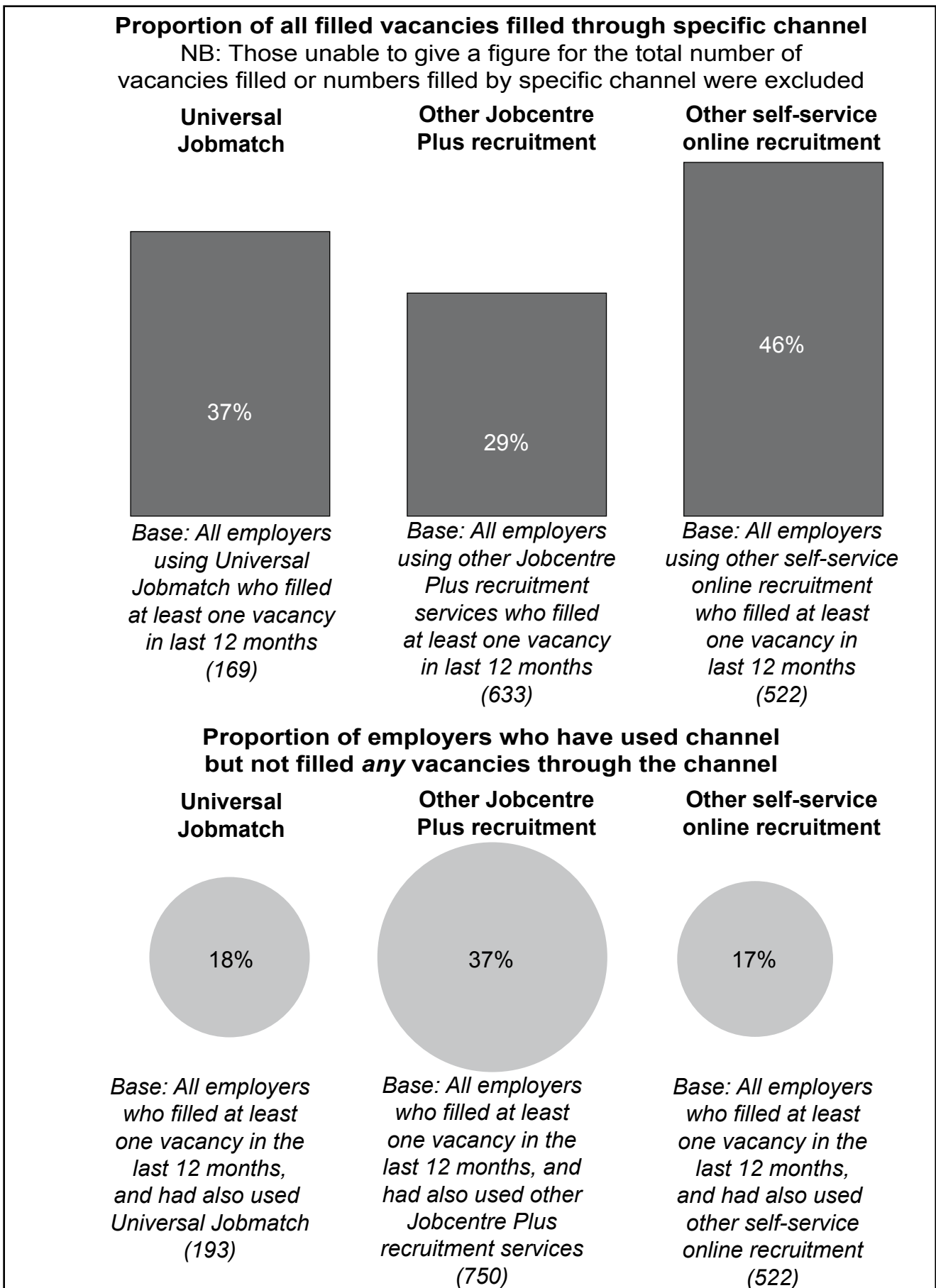
By measuring the volume of successful recruitment through each channel, it is possible to derive an indication of its relative importance in an employer's recruitment approach. Recruiting employers in this study were asked first if their attempts to recruit had led to them filling any vacancies and if so how many vacancies were filled through each of the three channels of interest. Figure 3.3 illustrates findings from these questions for each recruitment channel.

As shown in Figure 3.3, across all employers using Universal Jobmatch a total of just over a third (37 per cent) of filled vacancies were filled through the service. This is slightly lower than the proportion of vacancies filled through other online self-service recruitment sites by those using them (46 per cent). The two channels were also similar in their proportions of users who had used the relevant service but not gone on to fill any vacancies (18 per cent in Universal Jobmatch and 17 per cent in other online self-service sites). Where employers had used the online channels they were more likely to use them as a single source for recruitment. Amongst Universal Jobmatch users, 45 per cent used it as a sole channel and for those using other online this figure was 39 per cent.

A third (37 per cent) of recruiting employers who had used Jobcentre Plus had not gone on to fill any of their vacancies through this channel. This figure rose to over a half amongst users in the primary and utilities sector (56 per cent). Two-thirds (64 per cent) of Jobcentre Plus users who operated in the public sector reported not to have filled a vacancy through the service compared to a third (34 per cent) in the private sector.

Just under a quarter (23 per cent) of recruiting employers filled all of their vacancies in the last 12 months through the service. Recruiting employers in the construction and manufacturing sectors were significantly more likely to have filled all their vacancies through this channel (35 per cent and 48 per cent). Where employers had used Universal Jobmatch to recruit, they were asked if there were any particular types of vacancy that they would consider Universal Jobmatch to be unsuitable for. Over three-quarters of employers that had used Universal Jobmatch (77 per cent) stated they would consider using it for any type of position. Those who did express a reluctance to use the service for certain positions, were most likely to see it as unsuitable for more senior posts: 12 per cent of employers who used the service felt they would not use it for managerial or senior official posts and eight per cent would not use it for vacancies seeking candidates for professional occupations.

Figure 3.3 Vacancies filled through DWP and other online channels

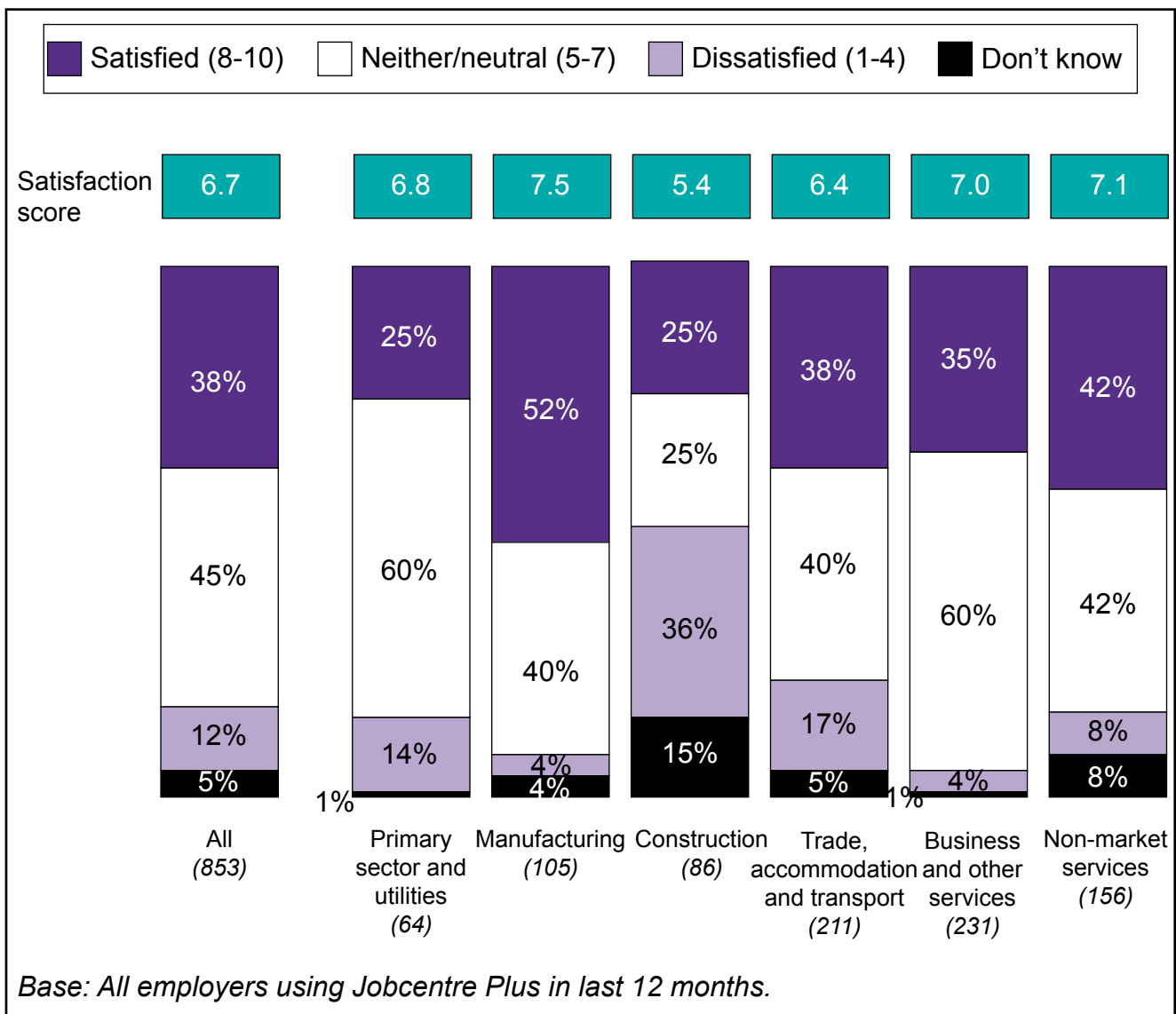


3.4 Satisfaction with recruitment through DWP

3.4.1 Satisfaction with Jobcentre Plus

Employers who used the Jobcentre Plus service to recruit in the last 12 months were asked how satisfied they were overall with the service provided; these scores are shown in Figure 3.4. They reported an average satisfaction score of 6.7, with nearly four in ten users (38 per cent) recording a satisfaction score of eight or more with the service when recruiting new staff (compared to 43 per cent in 2010). These figures are in line with the findings of the 2010 Employer Perspectives Survey¹⁷ which also recorded an average satisfaction score of 6.7 out of 10 for Jobcentre Plus, with this being a low score in comparison with other channels used ('word of mouth' recruitment returned the highest score of 7.8).

Figure 3.4 Satisfaction with Jobcentre Plus for recruitment



¹⁷ Shury et al. (2010). UK Employer Perspectives Survey 2010, UKCES.

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Users in the manufacturing sector were more likely than average to return a score of eight or more (52 per cent), whilst employers in the construction sector returned the lowest satisfaction score (5.4).

There were also noticeable differences in regional satisfaction scores. Over half (54 per cent) of employers in Scotland reported a satisfaction score of 8.0 or more with an average score of 7.2 compared to 6.6 and 6.8 in England and Wales respectively. Amongst the English regions, employers in the North East returned noticeably higher satisfaction scores (7.2) and also had 56 per cent of users report a score of 8.0 or more.

Almost a quarter (24 per cent) of Jobcentre Plus users felt that the service could be improved by a more efficient screening process leading to matches being more accurate, although this figure was significantly higher amongst those employers that had used Universal Jobmatch (33 per cent). A tenth (nine per cent) of respondents felt the service could be more accessible and execute better communication whilst six per cent felt that the service could be more user-friendly.

A selection of some of the comments relating to these improvements is shown below:

More efficient screening process (24 per cent)

'We didn't put forward any applicants from Jobcentre Plus for an interview because they didn't match the skills and qualities we asked for. It needs to look at the job descriptions and see if the candidates match what we are looking for.'

'I would like to see better filtering through of applicants. The response rates we get are very high, but the filtering process takes a lot of time.'

More accessible service (nine per cent)

'If you ring them you have to go through different departments, or do it online yourself and send it over. It's not very clear.'

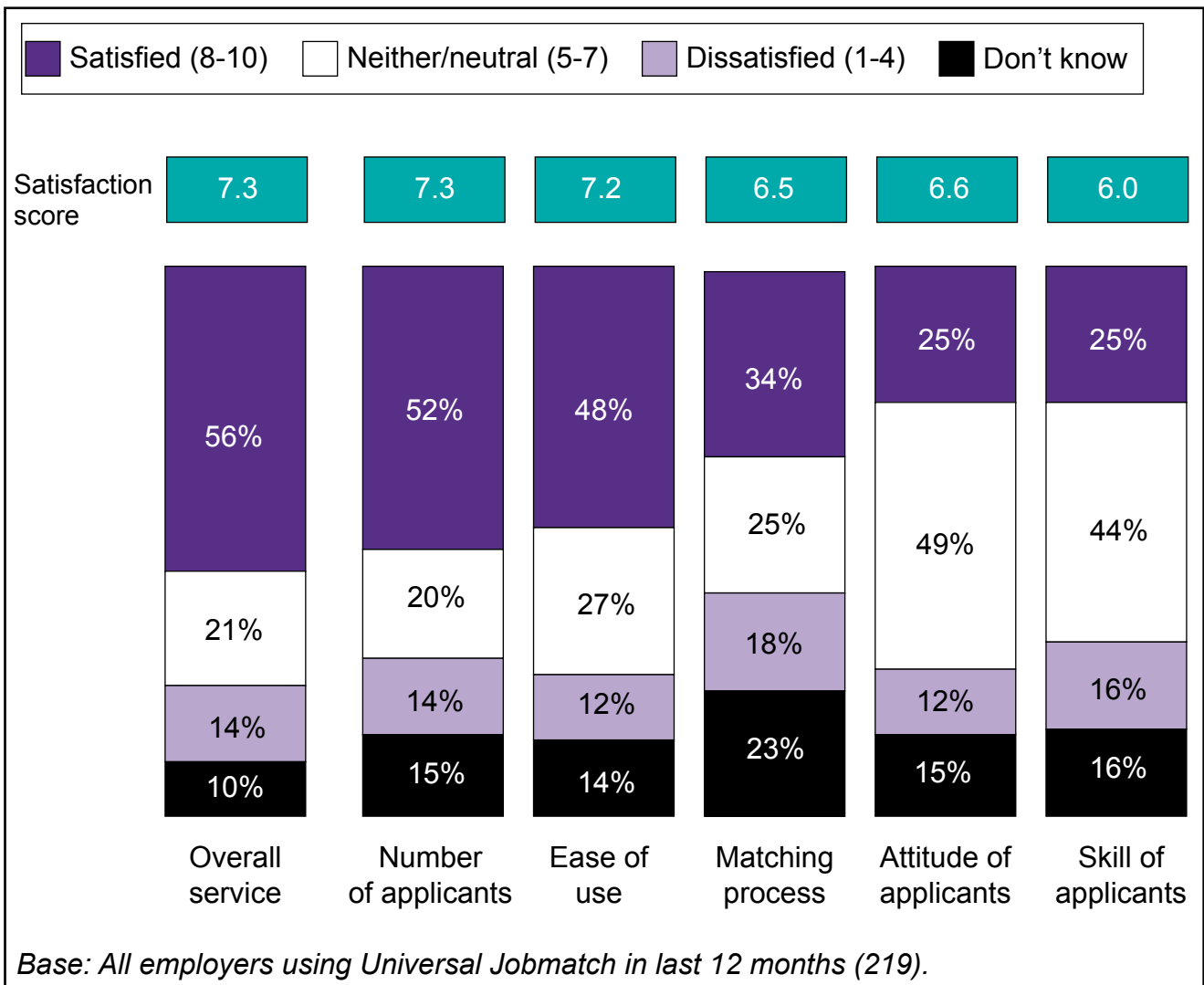
More user friendly service (six per cent)

'There needs to be clear guidance on how to use the service, it's not very user friendly. The staff gave conflicting information and it was a confusing process. It's not as easy to post a vacancy as it is to post on a general website.'

3.4.2 Satisfaction with Universal Jobmatch

Users of the Universal Jobmatch service were questioned in more detail as to their levels of satisfaction, being asked to give an overall satisfaction score but also to rate their satisfaction with a number of specific aspects of the service. These are illustrated in Figure 3.5.

Figure 3.5 Satisfaction with aspects of Universal Jobmatch



Universal Jobmatch users were largely satisfied, reporting an overall satisfaction score of 7.3 out of 10, and with strong satisfaction scores for the number of applicants put forward and for the ease of use of the service. There were lower levels of satisfaction with the skills and attitudes of applicants. The matching process is intended to be the key draw of the service for employers but only a third of users gave a score of 8.0 or above to this aspect, indicating that they were fully satisfied with how well this worked; a quarter were unable to give a satisfaction score for this aspect.

Of those users that were not satisfied with the number of applicants available to them by recruiting using Universal Jobmatch, nearly two-thirds (65 per cent) said they would have preferred access to more candidates (rather than fewer).

Findings indicate that Universal Jobmatch is working well for trade, accommodation and transport sector employers who gave an overall satisfaction score of 8.4 and a score of 8.0 for the number of applicants. Employers in the construction sector were significantly more likely to be dissatisfied with aspects of the Universal Jobmatch service. Nearly half of these employers said they were dissatisfied with the skills of the applicants available to them (48 per cent) and a similar proportion were dissatisfied with the process of automatically matching candidates (51 per cent). Construction users also recorded a significantly lower overall satisfaction score of 5.9.

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In order to better understand the facility with which employers are using the system, the survey asked Universal Jobmatch users if they had had to contact anyone at Jobcentre Plus or DWP for assistance when they first used the system, or on subsequent occasions. Nearly a third (31 per cent) had to contact Jobcentre Plus or DWP for support when they first used the service and this figure fell by half on subsequent occasions, with only 21 per cent needing assistance.

Employers in the construction (53 per cent) and non-market services (58 per cent) sectors were most likely to have required assistance on the first occasion, and also on subsequent occasions (48 per cent and 34 per cent respectively).

Employers that stated they had used Universal Jobmatch in the past 12 months were asked how the service could be improved. Nearly a fifth (18 per cent) of these employers said that the service was not in need of any improvement and a quarter could not think of anything specifically when prompted (25 per cent). Other improvements included making it easier to add a vacancy (13 per cent) and making matches more accurate (ten per cent). Both of these were mentioned in significantly higher numbers amongst employers in the business and other services sector (24 per cent and 19 per cent respectively).

A selection of some of the comments relating to these improvements is shown below:

Make it easier to add a vacancy (13 per cent)

'When I placed the advert I found it a bit too wordy, I felt like I had to repeat myself.'

'It took a long time setting up the advert we would rather speak to someone face to face as we didn't know exactly who we were targeting.'

Making matches more accurate (ten per cent)

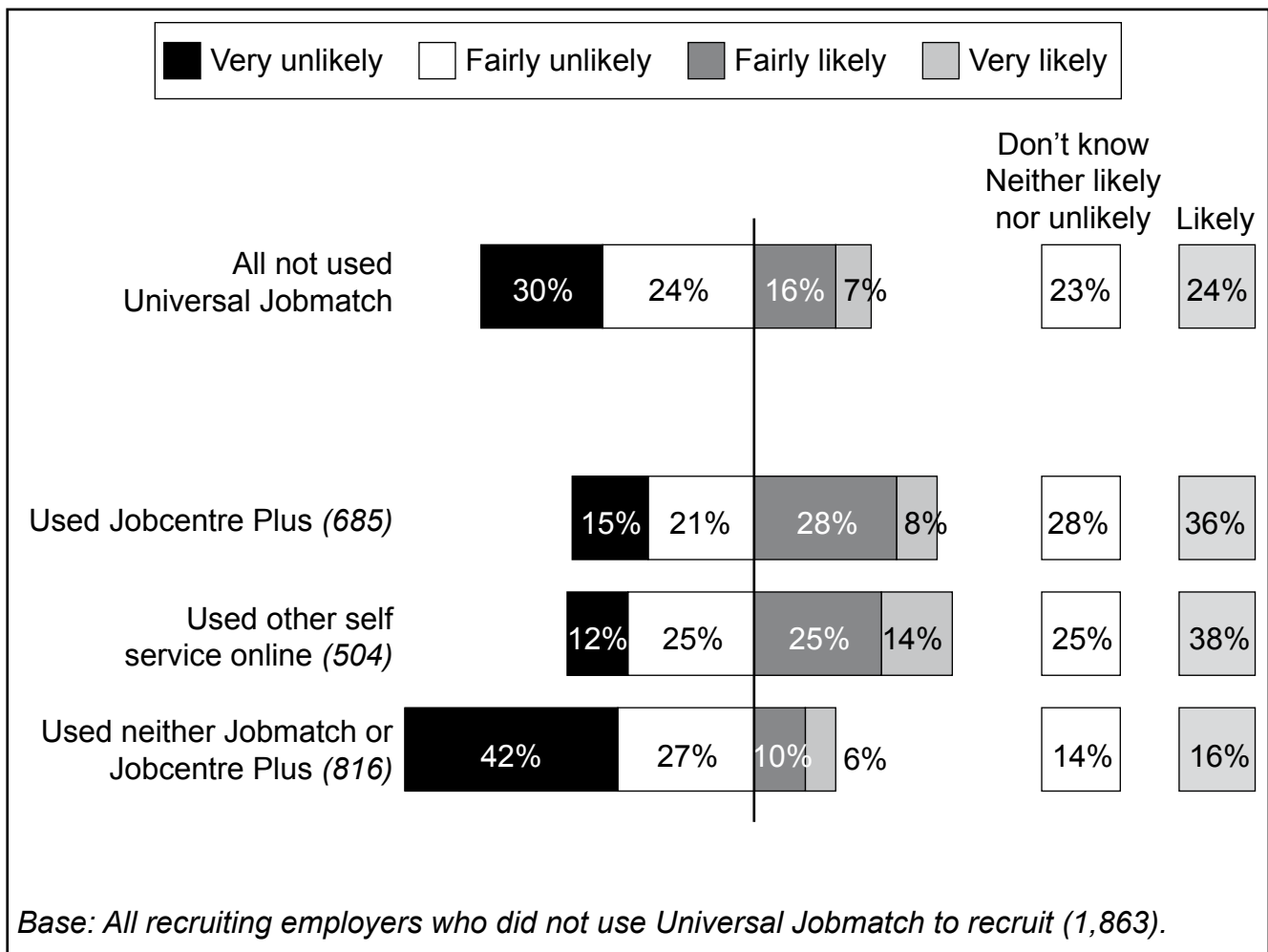
'I've asked for specific skills like retail experience in shops and have received people with no retail experience whatsoever.'

'We placed an advert for a management position and had over 100 applications received, of which only three had the correct experience.'

3.5 Future use of Universal Jobmatch

Employers were also asked directly if they would use Universal Jobmatch in the future. Almost nine in ten employers who had used the service (87 per cent) stated they would be likely to use it again for future recruitment activity. And nearly a quarter of non-users (24 per cent) anticipated that they would use it in the future (Figure 3.6) – although a greater proportion (54 per cent) did not think they would do so.

Figure 3.6 Likelihood of using Universal Jobmatch in the future



Anticipated future use figures were significantly higher among users of other self-service online recruitment sites (38 per cent) and among employers who were already using Jobcentre Plus. However, a third of Jobcentre Plus users did not anticipate that they would convert to using Universal Jobmatch in the future (36 per cent).

3.6 Key findings and implications

The key findings covered in this chapter are that:

- In the majority of cases (75 per cent), establishments that are part of a larger organisation have autonomy in making recruitment decisions. Targeting employers at the local establishment level in their attempts to engage them with recruitment channels and other services would be sensible for DWP to continue to take forward.
- The proportion of employers making use of Jobcentre Plus for recruitment has remained relatively static since 2010 (at just under a third). However, as Universal Jobmatch replaces EDon (amongst other services), there may be potential for Universal Jobmatch to convert some new employers to using DWP recruitment channels. There are a small number of employers who have used Universal Jobmatch and not other Jobcentre Plus services for recruitment over the last 12 months (who may have either migrated from traditional Jobcentre Plus channels or who may be new to recruiting through DWP).

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The extent to which the service is securing engagement with 'new' employers may be interesting to monitor over time in order to understand the extent to which Universal Jobmatch is opening up job opportunities from new employers to DWP customers.

- The non-market service sector may be productive to target and engage with the Universal Jobmatch offer. It is a sector that is relatively familiar with using Jobcentre Plus for recruitment and it is also a sector where use of self-service online channels is higher than average, but where use of Universal Jobmatch is currently lower than average. Similarly, the business and other services sector exhibits relatively low use of Jobcentre Plus and Universal Jobmatch in relation to overall recruitment activity.
- While the construction sector is prominent among the early adopters of Universal Jobmatch, these employers appear to have had a less satisfactory experience with the service than other users. It may be beneficial to monitor the experiences of these employers going forward to understand if these issues are simply 'teething problems' or more fundamental.
- Almost a third of employers using Universal Jobmatch required contact with Jobcentre Plus or DWP in order to be able to use the service on the first occasion. This perhaps questions the extent to which it is truly 'self-service'. However, 87 per cent of employers that had previously used the service stated that they would be likely to use it again for future recruitment activity. It may be beneficial for DWP to investigate the user-friendliness of Universal Jobmatch as the service expands. It will be interesting to track how much ongoing support might be needed for employers once they have navigated the initial gateway registration.
- There is potentially a strong communications message in the fact that the proportion of employers who have used Universal Jobmatch but not been able to fill a vacancy is much lower than for the 'traditional' Jobcentre Plus route (and is in line with the largely-commercial self-service online recruitment channel).
- A third of employers recruiting through Jobcentre Plus at the time of the survey do not envisage using Universal Jobmatch. The majority of these employers were either happy with existing or other recruitment channels or felt the service could be improved based on the level of support it provides. There were few differences by size or sector of employers in terms of those unlikely to use Universal Jobmatch (although primary sector and utilities employers were particularly unlikely to envisage use). It may be advantageous to communicate the benefits of Universal Jobmatch to these employers in the coming months while they are still in contact with DWP so that any further move to more self-service Jobcentre Plus channels does not lead to a reduction in employment opportunities for DWP customers. However, it is possible that some of these employers will be unable or simply unwilling to use a self-service online channel from Jobcentre Plus.

4 Other contact with DWP

4.1 Introduction

The survey was designed to gauge employer awareness, use of and satisfaction with Department for Work and Pensions (DWP) recruitment initiatives, recruitment services and information services more generally. Table 4.1 shows the range of contact points which were explored.

Table 4.1 Contact points explored in the survey

<p>Recruitment initiatives</p> <p>The Youth Contract</p> <p>Work Trials</p> <p>Work Experience</p> <p>Pre-employment training</p> <p>Work Choice</p>	<p>Recruitment services</p> <p>The Rapid Response Service</p> <p>European Employment Services</p> <p>Access to Work</p> <p>Upskilling Support</p> <p>The Small Business Recruitment Service</p>
<p>Assistance with responding to employee requests for information on:</p> <p>Flexible working</p> <p>Childcare</p> <p>Health/disability</p> <p>Other caring</p> <p>Retirement</p> <p>Debt</p> <p>Addiction</p>	<p>Pensions and pay issues</p> <p>Maternity, paternity or sick pay</p> <p>Providing a pension</p> <p>Stakeholder pensions</p> <p>Automatic enrolment</p> <p>Combined pension forecast</p> <p>Obtaining NINOs</p>

This chapter looks at the proportions of employers engaging with DWP through each of these contact points and how this translates into the overall proportion of the business population that DWP has contact with. It also explores satisfaction with these different types of contact.

4.2 Recruitment initiatives and services

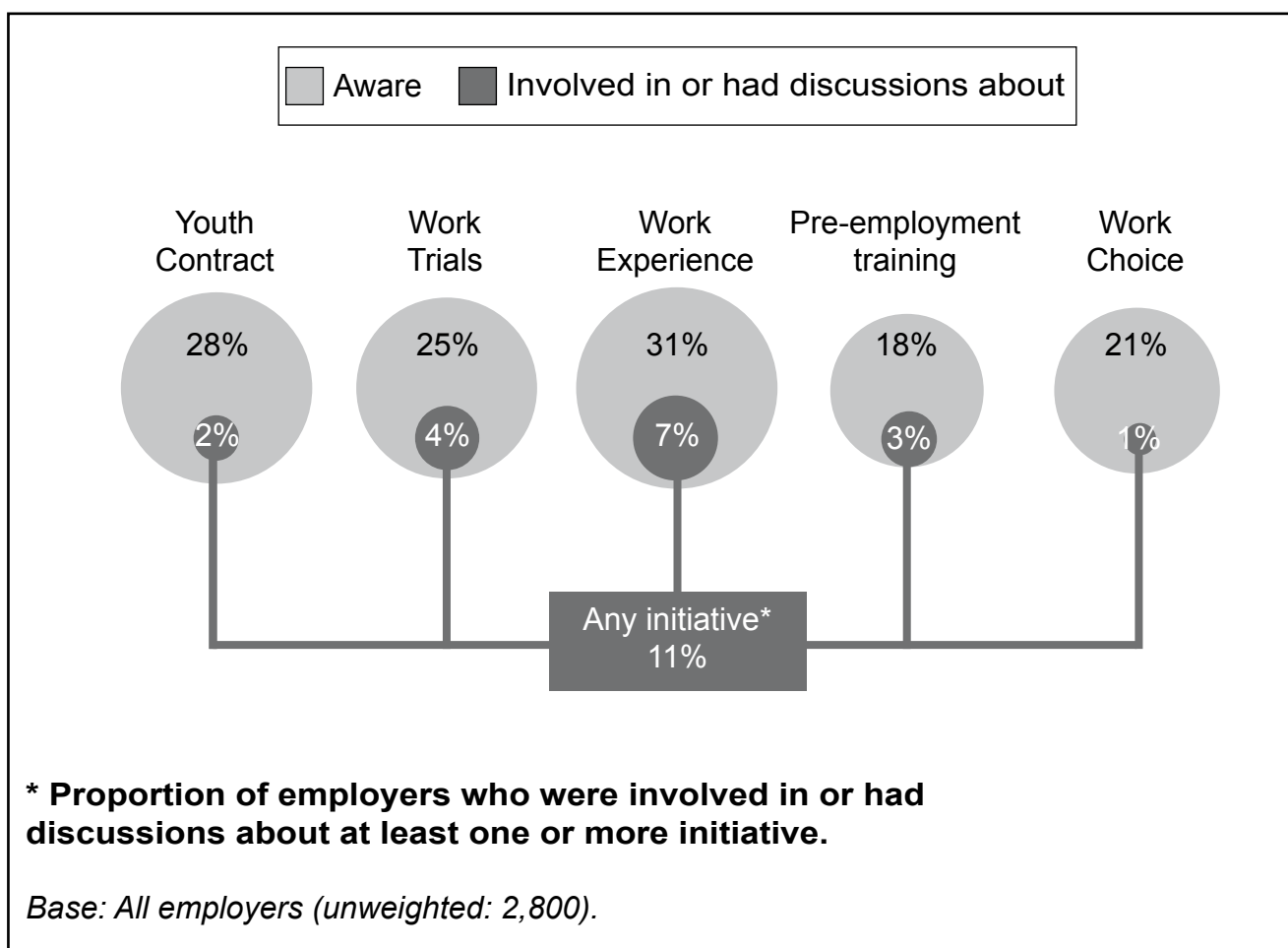
While the offers in the top two boxes in Table 4.1 all relate to recruitment, a distinction was drawn between schemes that specifically ask employers to have an active role in their delivery and the types of support provided to employers in recruiting and deploying their staff. For the purposes of this report, the former have been classified as 'recruitment

initiatives' and the latter as 'recruitment services'. Please see Appendix B for descriptions of the individual recruitment initiatives and services that were explored in the survey and that are referenced in this chapter.

4.2.1 Awareness of recruitment initiatives

Figure 4.1 shows the proportion of employers who were aware of each of the recruitment initiatives and the proportion who had used or discussed them with DWP.

Figure 4.1 Awareness and use of recruitment initiatives



As Figure 4.1 demonstrates, between one in five and one in three employers were aware of each of the individual recruitment initiatives. At an overall level, half (50 per cent) of employers were aware of at least one initiative.

Looking on a sectoral basis, employers in the primary and utilities sector were the least likely to be aware of any recruitment initiatives (40 per cent). Additionally, primary sector and utilities employers demonstrated lower than average levels of awareness across the following individual recruitment initiatives:

- Youth Contract (15 per cent compared to 28 per cent of all employers);
- Work Trial (19 per cent compared to 25 per cent of all employers);

- Work Experience (21 per cent compared to 31 per cent of all employers); and
- Work Choice (14 per cent compared to 21 per cent of all employers).

Construction employers also had lower than average levels of awareness of Work Trials (19 per cent compared to 25 per cent of all employers) and Work Experience (25 per cent compared to 31 per cent of all employers). Conversely, employers operating in the non-market services sector were significantly more likely to be aware of Work Choice (29 per cent compared to 21 per cent of all employers).

Overall awareness of recruitment initiatives also varied considerably by company size. Three-fifths of large employers (250 or more employees – 62 per cent) were aware of at least one initiative compared with 48 per cent of the micro companies (two to nine employees). Looking at the variation in awareness of individual initiatives by size shows the biggest differences in awareness among the largest employers (250 or more employees) for Work Trials (39 per cent compared with 25 per cent overall) and Work Experience (45 per cent compared with 31 per cent overall).

Employers in Wales had higher levels of awareness of pre-employment training (25 per cent compared to 18 per cent in England and 17 per cent in Scotland) and Work Trials (32 per cent compared to 25 per cent in England and 24 per cent in Scotland).

4.2.2 Engagement with recruitment initiatives

At an overall level, 11 per cent of employers had used or discussed one or more recruitment initiative (see Figure 4.1). The following observations were made when looking across individual recruitment initiatives:

- levels of engagement with Work Experience were significantly higher for those operating in non-market services (12 per cent) and lower for those operating in the primary sector and utilities (one per cent);
- for pre-employment training, engagement among business and other services sector employers (five per cent) was higher than for the majority of the remaining sectors (in all other sectors two per cent or less were engaged, excluding those in non-market services (four per cent)).

The likelihood of having engaged with any initiative increased with company size increasing from ten per cent of micro-businesses (two to nine employees) and 14 per cent of small businesses (ten to 49 employees), to 22 per cent of medium businesses (50 to 249 employees) and 29 per cent of large employers (250 or more employees).

This overall pattern of engagement by company size is also evident when looking at each of the initiatives individually as Table 4.2 demonstrates.

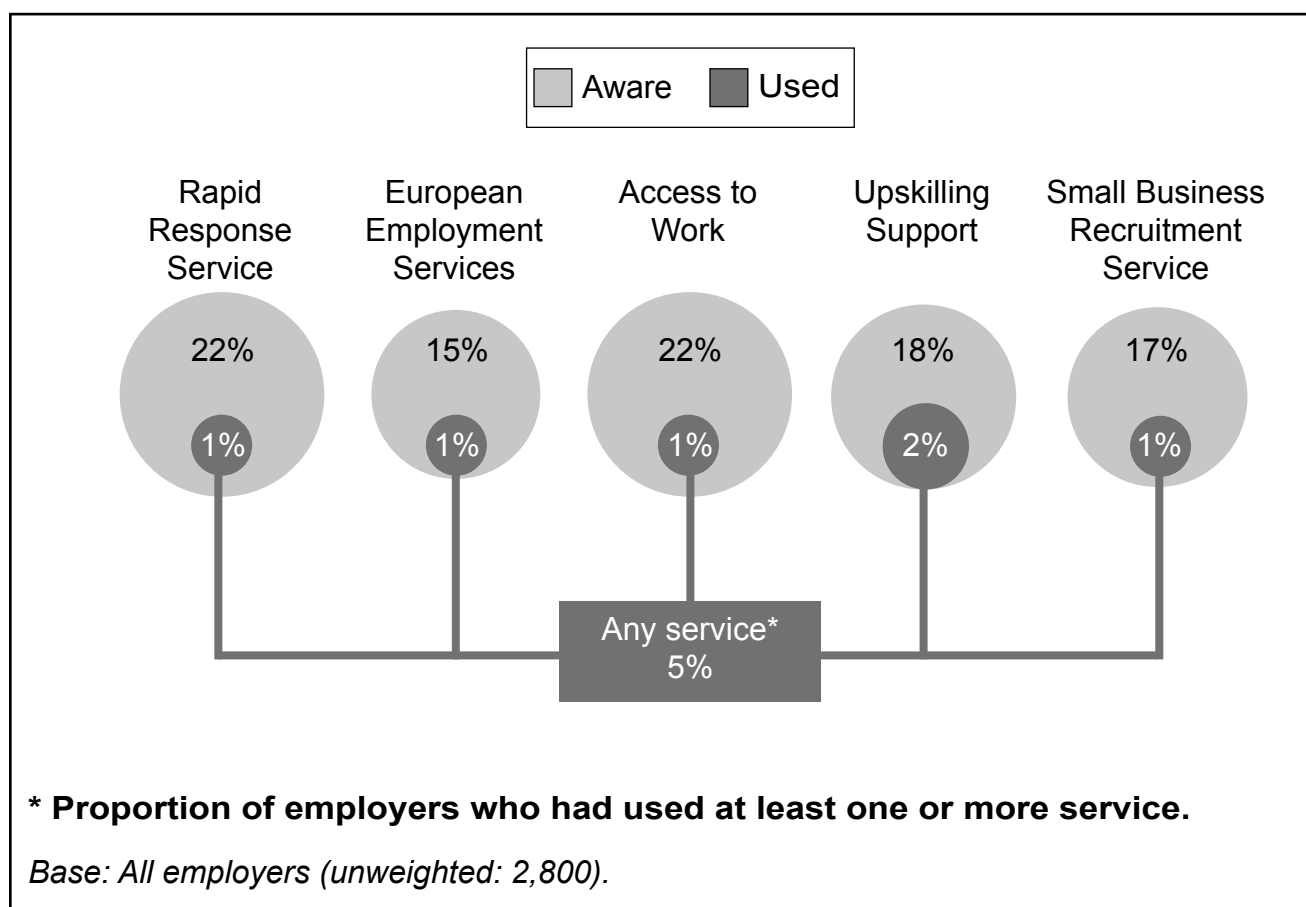
Table 4.2 Engagement with recruitment initiatives, by size

	Number of employees				
	Total %	2-9 %	10-49 %	50-249 %	250+ %
Youth Contract	2	2	3	7	10
Work Trials	4	4	6	8	12
Work Experience	7	6	9	13	20
Pre-employment training	3	3	2	3	7
Work Choice	1		1	2	4
<i>Base: All employers</i>	<i>2800</i>	<i>669</i>	<i>734</i>	<i>830</i>	<i>567</i>

4.2.3 Awareness of recruitment services

Figure 4.2 shows the proportion of employers that were aware of each of the recruitment services explored in the survey and the proportion that had used these services.

Figure 4.2 Awareness and use of recruitment services



Overall, 40 per cent of employers were aware of at least one of the recruitment services and around a fifth of employers were aware of each of the individual services.

Looking at awareness by sector, the proportion of employers aware of Access to Work was lower for those operating in the primary sector and utilities (16 per cent compared to 22 per cent

overall) and highest for those operating in non-market services. Indeed, the employers in the non-market services sector showed slightly higher than average awareness of several services:

- the Rapid Response service (27 per cent compared to 22 per cent of all employers);
- Access to Work (28 per cent compared to 22 per cent of all employers);
- the Small Business Recruitment Service (20 per cent compared to 16 per cent of all employers).

There was a considerable increase in awareness by size of employer (from 37 per cent of micro-employers to 73 per cent of those with 250 or more staff).

4.2.4 Engagement with recruitment services

Overall only a very small proportion of employers (five per cent) had made use of any of the recruitment services offered by DWP (excluding Universal Jobmatch). Levels of use of individual services were only at one to two per cent.

However, use of recruitment services increased considerably by size of employer. At the largest end, a quarter (26 per cent) of employers with 250+ staff had used one of the recruitment services (compared with ten per cent of those with 50 to 249 staff, six per cent of those with ten to 49 staff and four per cent of those with two to nine staff).

The difference in level of use by size was most marked for the Rapid Response Service and Access to Work.

4.3 Employee requests for information

DWP provides information for employers on different topics relating to accommodating/supporting the requirements of their staff. This information is made available on the gov.uk website. Figure 4.3 shows the proportion of employers who had been approached for advice by employees, the proportions seeking external advice in relation to these requests and the proportions who had sought advice from DWP/gov.uk specifically.

Figure 4.3 Use of DWP and gov.uk to handle employee requests for support

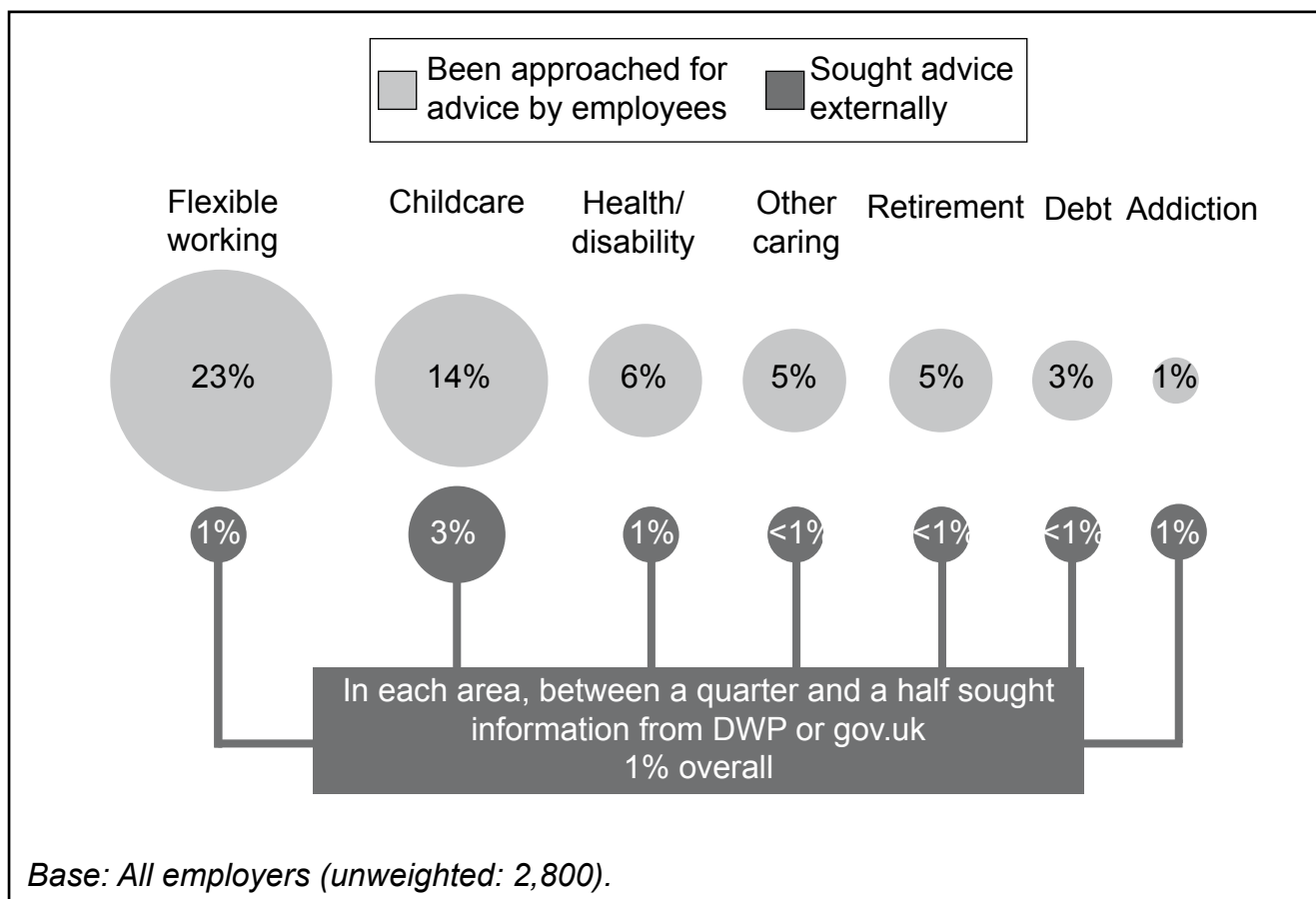


Figure 4.3 demonstrates that it was uncommon for employers to seek external advice in response to employee requests for support. At an overall level, even though between a quarter and half of all employers looking for external information had consulted DWP or gov.uk on these issues, this amounted to only one per cent of employers overall using DWP information resources on workforce management/support.

The proportion of employers who had been asked for advice in each area increased considerably by size of employer; even where they had been approached for support, the micro-employers were very unlikely to have looked for external advice.

There were also some sectoral differences in the likelihood to have been approached for support. The proportion of primary sector and utilities and construction employers approached for support was notably low in terms of:

- flexible working (11 per cent of primary sector and utilities employers and 13 per cent of construction employers);
- childcare (seven per cent of primary and utilities employers and eight per cent of construction employers).

By comparison, non-market services employers were most likely to have received requests for support in nearly all areas:

- flexible working – 37 per cent;
- childcare – 21 per cent;

- support with health and disability – 13 per cent;
- other caring responsibilities – 11 per cent;
- retirement – 12 per cent.

However, there was little variation by sector in likelihood of receiving requests for support with debt issues or addiction problems. Where advice was sought, DWP or gov.uk was generally the most common source of advice although this was not the case for either debt or addiction support. Other important sources were:

- ACAS for advice on flexible working and addiction;
- legal advisers for advice on childcare, health and disability issues and retirement;
- Citizens Advice and financial advisers for advice on debt issues.

4.4 Information on pensions and pay issues

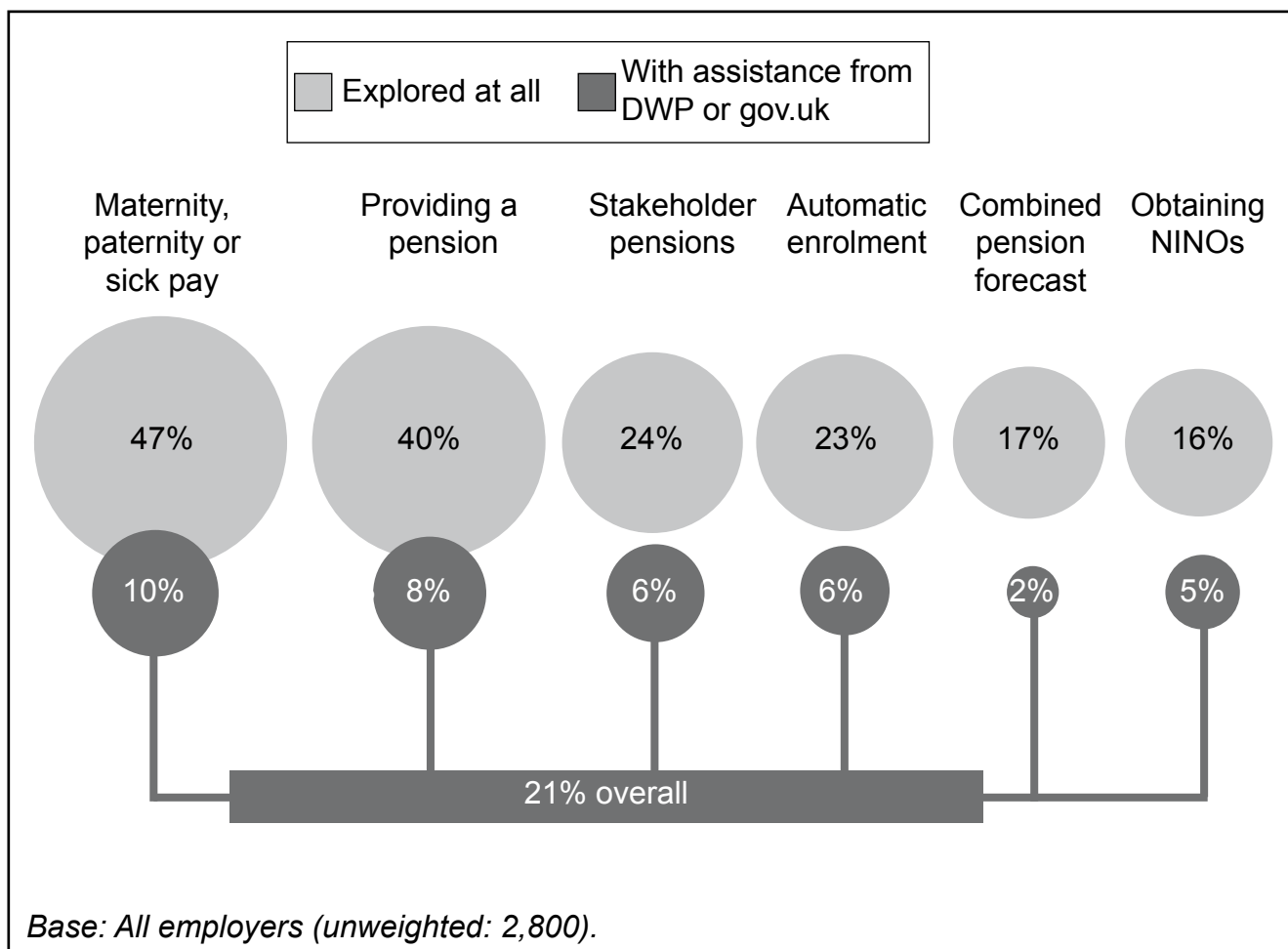
DWP provides a range of information to assist employers with pensions and pay issues which is made available on the gov.uk website. Figure 4.4 shows the proportion of employers that had looked for information on these issues and the proportion that had been assisted by DWP in each area.

At an overall level, a fifth of all employers (21 per cent) had engaged with DWP for pensions and pay information. Almost half of employers had sought information on maternity, paternity or sick leave. Given that the process of automatic enrolment¹⁸ began within the 12 months prior to the survey (in October 2012) it is perhaps unsurprising that relatively large proportions of employers had sought information on pensions issues (providing a pension generally, automatic enrolment specifically or stakeholder pensions). In each area around a quarter of employers that had looked for information had used DWP or gov.uk as a source (slightly lower for combined pensions forecasts).¹⁹

¹⁸ Automatic enrolment is a government policy to ensure all eligible workers of UK businesses automatically become members of a qualifying pension scheme.

¹⁹ It is worth noting that the information contained on gov.uk about automatic enrolment is limited. The Pensions Regulator (TPR) has prime responsibility for ensuring information on automatic enrolment is readily available to employers.

Figure 4.4 Use of DWP and gov.uk for information on pensions and pay issues



Looking by sector, companies operating in the primary and utilities sector and the construction sector were the least likely to have experienced requests for support regarding **maternity, paternity or sick pay** (32 per cent and 27 per cent respectively compared to 47 per cent overall) while those in manufacturing and non-market services were the most likely (56 per cent and 70 per cent respectively). This sectoral variation was also evident in the proportions seeking advice from DWP with only three per cent in the primary sector and utilities compared with 19 per cent in non-market services.

Similarly, the incidence of employers looking for information on **providing a pension** was lowest for those operating in the primary and utilities and construction sectors (28 per cent and 22 per cent compared to 40 per cent of employers overall) and higher for non-market services and manufacturing companies (47 per cent and 52 per cent respectively). Only one per cent of those in the primary and utilities sector and three per cent of those in trade, accommodation and transport sought advice on providing a pension with assistance from DWP compared with eight per cent of employers overall.

Business and other services (30 per cent) and non-market services (31 per cent) employers were most likely to have sought information on **automatic enrolment**, while those in trade accommodation and transport were the least likely (14 per cent).

The proportion of companies that sought information on providing **combined pension forecasts** was lowest for those in the manufacturing and construction sectors (eight per cent and nine per cent respectively compared to 17 per cent overall) and highest for those in non-market services (26 per cent).

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Companies operating in trade, accommodation and transport were most likely to have looked for information on helping employees **secure their National Insurance numbers** (22 per cent). The least likely to have looked for this support were those operating in the primary and utilities sector and the manufacturing sector (both eight per cent). Those operating in construction were the most likely to seek advice from DWP in relation to National Insurance numbers (12 per cent compared to five per cent on average).

As with most types of engagement, the proportion of employers with each type of pay and pensions information need increases markedly with size of employer as Table 4.3 shows.

The largest increases with size are seen for information on maternity, paternity or sick pay (which almost all of the largest employers have had a need for in the last 12 months) and for information on automatic enrolment. The roll-out of automatic enrolment is phased according to size of PAYE scheme which naturally means that it affects the largest employers first which will account for some of this variation by size.

However, although they are generally less likely to have had information need in each of the pension and pay areas explored, DWP/gov.uk is a more important source of support for the smallest employers. As a proportion of those who have needed information, the proportion of small employers turning to DWP or .gov.uk is higher than among the largest employers in areas such as maternity, paternity or sick pay, providing a company pension and stakeholder pensions.

Table 4.3 Engagement with DWP pensions and pay information, by size

	Number of employees				
	Total	2-9	10-49	50-249	250+
	%	%	%	%	%
Maternity, paternity or sick pay					
Sought information	47	35	76	92	94
With assistance from DWP or gov.uk	10	7	18	11	15
Providing a pension					
Sought information	40	38	45	53	54
With assistance from DWP or gov.uk	8	9	6	7	7
Stakeholder pensions					
Sought information	24	20	35	32	37
With assistance from DWP or gov.uk	6	6	5	5	8
Automatic enrolment					
Sought information	23	18	29	57	74
With assistance from DWP or gov.uk	6	6	5	14	25
Combined pension forecast					
Sought information	17	13	25	26	35
With assistance from DWP or gov.uk	2	1	3	3	5
Obtaining National Insurance numbers					
Sought information	16	13	21	25	28
With assistance from DWP or gov.uk	5	3	10	14	19
<i>Base: All employers (pay and pension survey)</i>	1,075	240	262	322	251

DWP Employer Engagement and Experience Survey 2013

As with statutory pay, there is no clear pattern by company size in the proportion seeking advice from DWP with regard to providing a company pension, although the proportion actually providing a pension does increase with company size.

On a geographical basis, employers in England and Wales were more likely to have sought information on **providing a pension** (42 per cent and 32 per cent respectively compared to 21 per cent in Scotland). Within England, those in London (52 per cent) and Southern England (44 per cent) were the most likely to seek this information and those in London the most likely to seek advice from DWP specifically (14 per cent). Similar patterns are also evident for the likelihood to have sought information on **stakeholder pensions**.

Companies in England (17 per cent) and Scotland (22 per cent) were more likely than those in Wales (seven per cent) to have looked for information on providing **combined pension forecasts**.

Employers in the North East and North West (11 per cent and 14 per cent respectively) were least likely to seek information on **automatic enrolment**. Companies more likely to seek advice from DWP include those operating in construction (12 per cent) and those in based London and the Home Counties (12 per cent).

4.5 Responding to information requests

Alongside providing information for employers, DWP sometimes requires employers to respond to a request for information about a current or former employee (for example, to assist with the processing of benefit claims).

Overall, eight per cent of employers had received a request for information. By sector, employers within the manufacturing sector (16 per cent) and the non-market services sector (13 per cent) were the most likely to have received information requests. Those in the construction sector were the least likely to have received requests (only three per cent had done so).

4.6 Total levels of engagement

Across all the different types of contact explored in the survey (placing vacancies, recruitment initiatives, recruitment services, responding to workforce management needs, pensions and pay information and DWP information requests), 43 per cent of employers had had some form of engagement with DWP as is summarised in Figure 4.5.

Figure 4.5 Total engagement with DWP



Among employers who have recruited in the last 12 months, 57 per cent have had some form of contact compared with only 30 per cent of those who have not.

By sector, the highest levels of engagement overall are found in the non-market services sector (58 per cent) and the lowest in the primary and utilities sector (26 per cent). In the construction and trade, accommodation and transport sectors, around a third of employers have had contact with DWP (34 per cent and 36 per cent respectively). In the two remaining sectors – manufacturing and business services – levels of contact stand at 44 per cent and 49 per cent respectively.

Nine in ten of the large employers (250 or more employees) have had contact with DWP in the last year (91 per cent) compared with three-quarters of medium-sized employers (50 to 249 employees – 76 per cent), 57 per cent of small employers (ten to 49 employees) and a third (36 per cent) of micro-employers (two to nine employees).

There was little variation by region, although employers in the North East of England were the least engaged (34 per cent compared to 43 per cent of employers overall).

4.7 Experience of engaging with DWP

Employers that had each type of contact were asked to what extent they agreed that:

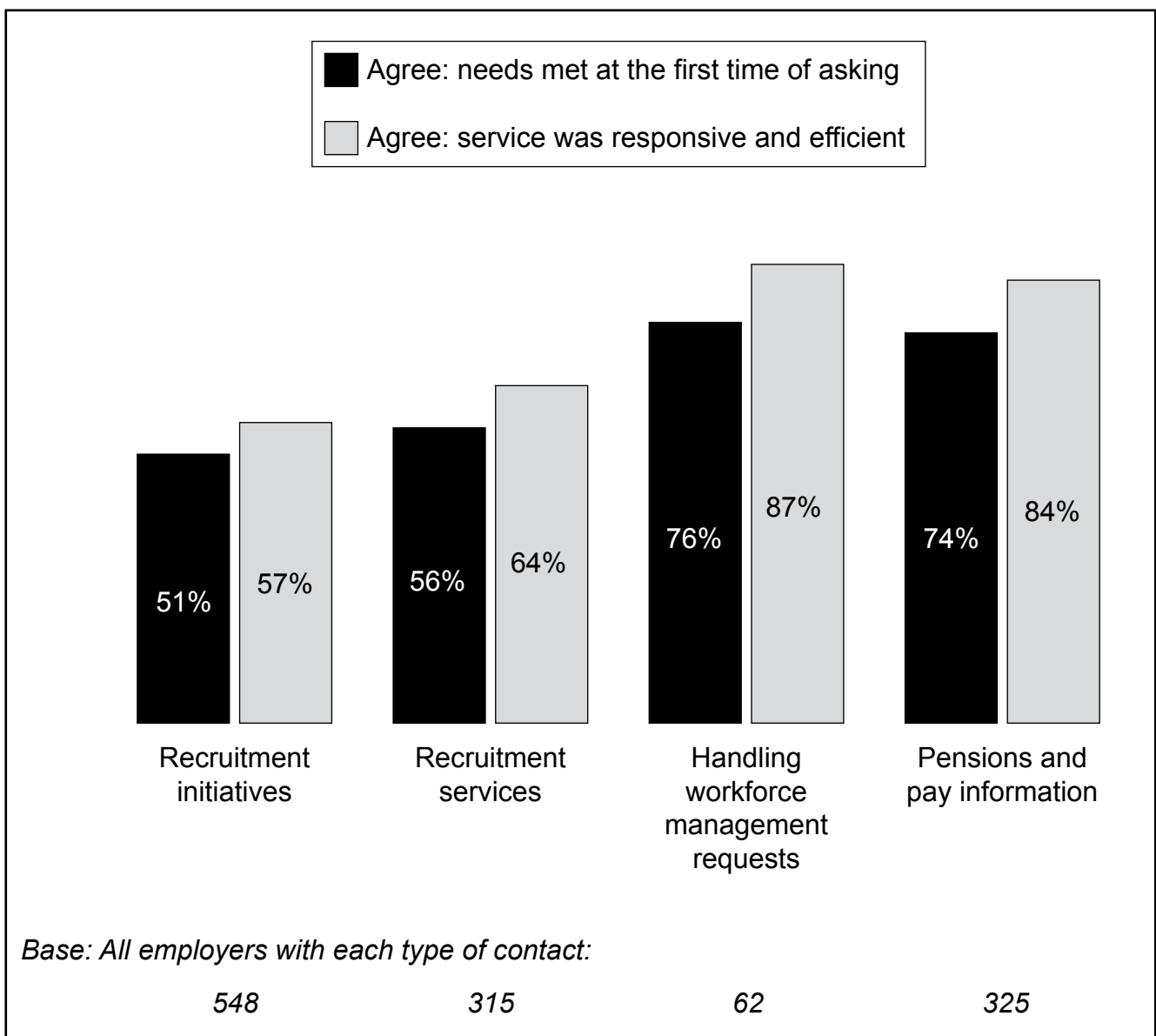
- their needs were met at the first time of asking;
- they received an efficient and responsive service.

They were then asked to provide a rating for their overall satisfaction with the service on a 10-point scale. Because requests for information about current or former employees are initiated by DWP, employers were just asked for a satisfaction rating for this type of contact.

Where individuals had had involvement with more than one service within each type (say for example, they had been involved with more than one recruitment initiative), then they were asked to provide ratings for the service that they had most recent contact about.

Overall ratings for each type of service are shown in Figure 4.6.

Figure 4.6 Ratings of service



Across all types of contact employers were more likely to agree than disagree that the service was responsive and efficient than that their needs were met first time.

Higher ratings were obtained for using DWP as an information resource than for participation in recruitment initiatives or use of recruitment services. In the case of recruitment initiatives, only just over half of employers felt either that the service was responsive and efficient or that their needs were met at the first time of asking.

For recruitment initiatives, employers in the manufacturing and construction sectors seemed less likely than average to have positive experiences. Only just over a third agreed that their needs were met at the first time of asking (36 per cent and 37 per cent respectively). Employers in London and the Home Counties were also less likely to have had a positive experience; 34 per cent agreed that the service was responsive and efficient.

For recruitment services, employers in manufacturing were again among those less likely to agree that their needs were met at the first time of asking (31 per cent compared with 56 per cent overall). Also less likely than average to agree their needs were met first time were those operating in trade, accommodation and transport (46 per cent) and those in Southern England (23 per cent) and London and the Home Counties (25 per cent). Those operating in non-market services who had used recruitment services were much more likely to agree with this statement (82 per cent) and employers in Scotland were more likely than those in England or Wales (78 per cent compared with 69 per cent and 52 per cent respectively).

Those in construction were much more likely to agree that recruitment services were responsive and efficient (90 per cent) along with those operating in non-market services (86 per cent), those based in Scotland (85 per cent) and the larger (250+) employers (74 per cent). The proportion feeling the service was responsive and efficient was lowest in the South East (33 per cent) and London and the Home Counties (43 per cent).

Of those had used DWP resources to acquire information on pensions and pay issues, the proportion agreeing that that their needs were met at the first time of asking was highest among those operating in the manufacturing (93 per cent), business and other services (82 per cent) and non-market services (84 per cent) sectors and lowest among those in construction (45 per cent). Consideration of employer ratings for obtaining pensions and pay information showed that levels of agreement that the service was responsive and efficient tended to decrease with size of employer.

There was also geographical variation in relation to this statement with those in Central England (57 per cent) and North West England (56 per cent) less likely to agree and those in the North East (97 per cent), London and the Home Counties (87 per cent) and Scotland (93 per cent) more likely.

Ratings for obtaining pensions and pay information where levels of agreement that the service was responsive and efficient tended to decrease with size of employer

4.7.1 Satisfaction with contact

Employers who had each type of engagement with DWP were asked to rate their satisfaction with their contact on a scale from 1 to 10, where 1 was extremely dissatisfied and 10 was extremely satisfied. Table 4.4 shows a summary of the satisfaction ratings given for each group of services.

Table 4.4 Satisfaction with each service type

Rating	Group of services				
	Recruitment initiatives	Recruitment services	Handling workforce management requests	Pensions and pay information	DWP information requests
	%	%	%	%	%
Satisfied (8-10)	27	38	66	66	47
Neither/Neutral (5-7)	46	39	33	27	34
Dissatisfied (1-4)	6	7	0	5	14
Don't know	21	16	1	4	5
Mean	6.6	7.0	7.6	8.2	6.9
<i>Base: All employers with each type of contact</i>	548	315	62	323	330

Across each broad type of contact, the proportion of employers giving satisfaction ratings of 1 to 4 were very low.

The proportion of employers giving higher ratings (of 8 or more out of 10), however, varied considerably by type of service with higher ratings obtained for the provision of information than for recruitment initiatives, recruitment services or the handling of information requests.

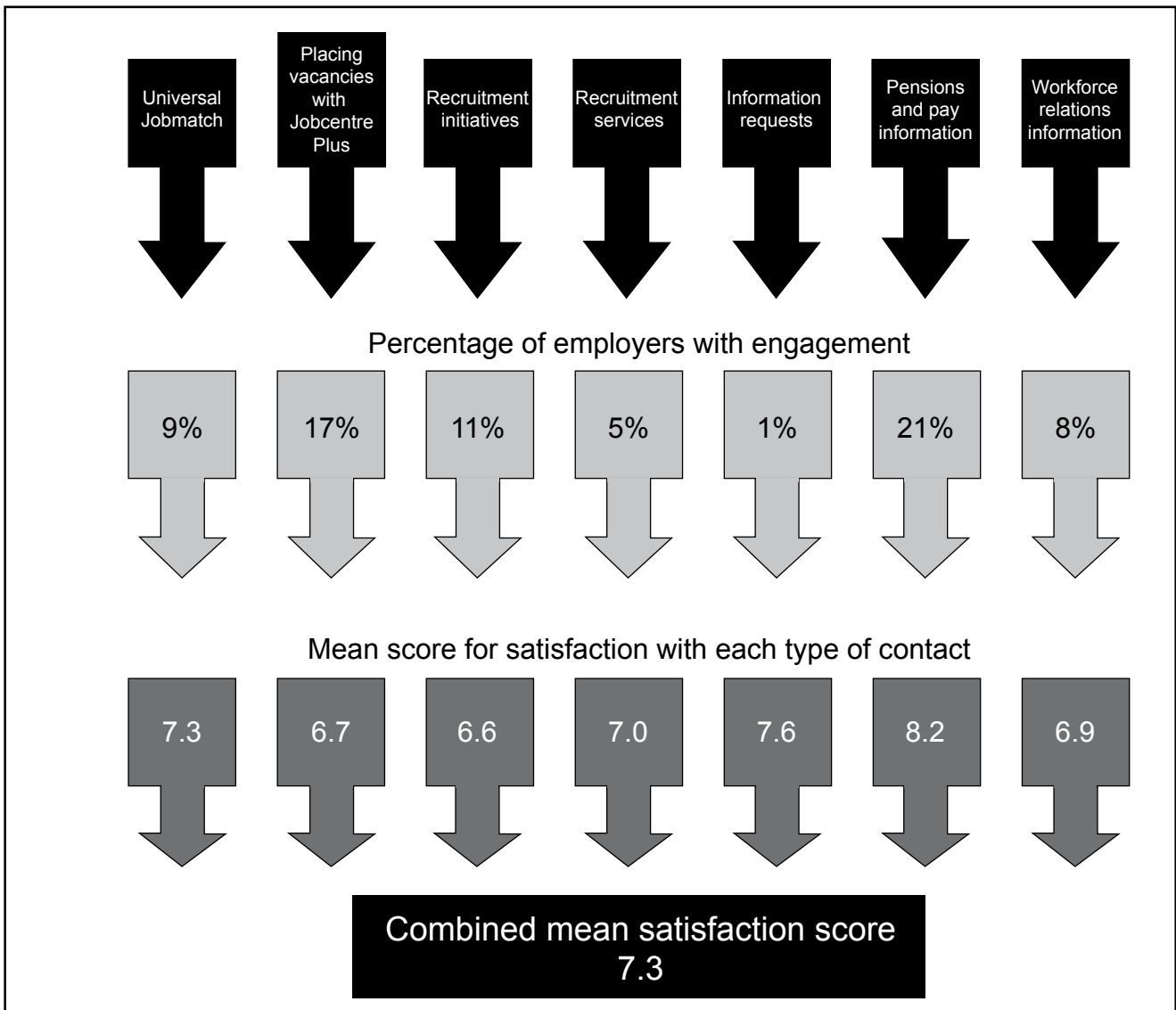
To a certain extent, lower satisfaction ratings for information requests are perhaps inevitable given the extra administrative burden and unplanned work they impose on employers. However, the comparatively low ratings for recruitment initiatives are again perhaps a concern.

4.7.2 Combined satisfaction rating

Employers were not asked to provide an overall satisfaction rating for their contact with DWP on the basis that the potential types of contact are so varied. At the analysis stage an overall rating has been produced by using the mean scores given for each of the different types of contact and taking account of the varying proportions of employers who have had each type of contact. This produces a proxy overall satisfaction rating.

As summarised in Figure 4.7, this gives an overall satisfaction rating of 7.3 out of ten.

Figure 4.7 Overall satisfaction with DWP



4.7.3 Suggested improvements

All employers that had used each type of service were also asked what improvements they would suggest to those services.

For each service type, the majority of employers indicated that there were either no necessary improvements or that they could not think of any. However, understandably, those who gave very low scores (of 1 to 4 out of 10) were more likely to be able to suggest improvements.

Among those giving low ratings for recruitment initiatives, employers were mostly concerned with the suitability and screening of applications. These quotes are typical of the comments made:

‘With the work experience programme people were just saying yes to it because it was an easier way to get their benefits but they would not turn up so it was a waste of our time we had one good person out of eight.’

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'It would seem to me that when we've gone to the Jobcentre Plus they don't spend any care in the selection of people who are useful when given our requirements and send anyone who waste our time.'

For recruitment services the most commonly suggested improvement related to Jobcentre Plus understanding the needs of employers, as demonstrated by the comments below.

'Form filling is a pain. The way schools are paid is different, so it's difficult to break down an hourly pay for us. They couldn't quite comprehend how that works so it made it difficult to claim for extra hours support.'

'Being commercial i.e. having an understanding of businesses.'

Among employers who had used information resources (either for workforce management issues or pensions and pay issues) and who gave low satisfaction ratings the most frequent suggestion for improvement was in relation to making information clearer and less complicated.

Employers giving low ratings for DWP's handling of requests for information mostly suggested improvements around the level and timeliness of communication. Examples of comments made include:

'They requested information on an employee's NI [National Insurance] number (that there was a problem) but after the info was given there was no follow up on the closure/outcome of the problem. I would have appreciated them telling me what happened afterwards.'

'They should improve their communication systems in terms of the time scales of letters that demand a request with a deadline.'

4.8 Key findings and implications

The key findings covered in this chapter are that:

- Through its wide range of initiatives and services, DWP has contact with around two-fifths of all employers (43 per cent) and almost all of those with 250+ staff.
- DWP has a range of recruitment initiatives in which it attempts to engage employers' assistance to contribute with the aim of getting people into work and achieving a positive impact for the wider economy. Eleven per cent of employers were involved with or had discussions about these initiatives, and of those, their experiences of engagement are quite mixed. Fifty-one per cent of those who had been involved felt that their needs were met at the first time of asking and 57 per cent perceived the service they received as efficient and responsive. Employers' main concerns seem to focus around the perceived ineffective screening/selection of candidates that they receive. This is something that welfare reform and Universal Jobmatch are designed to address, so it will be of interest to see if this remains a concern over the next two years.
- Overall, five per cent of employers have used DWP recruitment services (excluding Universal Jobmatch) with 56 per cent reporting that their needs were met at the first time of asking and 64 per cent perceiving the service they received as efficient and responsive. There is scope for DWP to increase take up of these services through improving them to be more targeted to specific employer groups.

- The current demand for information to help employers respond to requests for support from employees (on issues such as flexible working, debt or childcare) is very low (only one per cent had used this information). However, levels of use of DWP resources for general information on pay and pensions issues is much more widespread (21 per cent had used this information). Employers' experiences of accessing DWP information resources are generally positive. It will be important for DWP to continue to understand the information that employers require as welfare reforms are developed – and to make this information accessible.

5 Workforce Development Culture

5.1 Introduction

Through this report we have reflected on how employers structure their workforce, and the employment opportunities this presents; how employers engage with the Department for Work and Pensions (DWP), through Jobcentre Plus and Universal Jobmatch, to source the workforce they need; and how employers engage with DWP through other touch points.

The analysis has been one or two dimensional, looking at responses to single questions or sets of questions at a time, and considering sub-group analyses at the level of 'observable differences' between employers (i.e. in terms of their known characteristics such as size and/or sector and/or Jobcentre Plus Regional Group).

A more advanced form of analysis looks at issues in combination with each other, in multiple dimensions, and it is to this type of analysis that we turn now.

This final chapter presents findings derived from a statistical technique known as segmentation analysis, which involves grouping employers together in terms of similarities in their responses across a number of questions. The segments produced are based on employers' attitudes towards recruitment and assisting those who may face disadvantage. Some segments display attitudes that are closely aligned with DWP initiatives while others do not.

The key benefit of this segmentation is that it provides a mechanism for assessing how successful DWP initiatives are in changing the attitudes of employers. In future years, when the segmentation is re-run, it will be possible to explore whether the segments with attitudes or behaviours that DWP is trying to encourage have grown or not.

In addition the segmentation provides additional value in providing information on the size and profile of segments that might present the best opportunity for targeting with communications or relationship-building.

The questions that were included in the segmentation were those that provided an indication of the likelihood to provide/support efforts to open up employment opportunities to individuals facing disadvantage. Hence, the questions that were selected for inclusion were:

- the nature of the employer's human resources (HR) function;
- employers' propensity to offer flexible working contracts;
- employers' attitudes to workforce diversity;
- employers' views on the balance of responsibilities between employers, employees and the government in terms of creating and supporting employment opportunities.

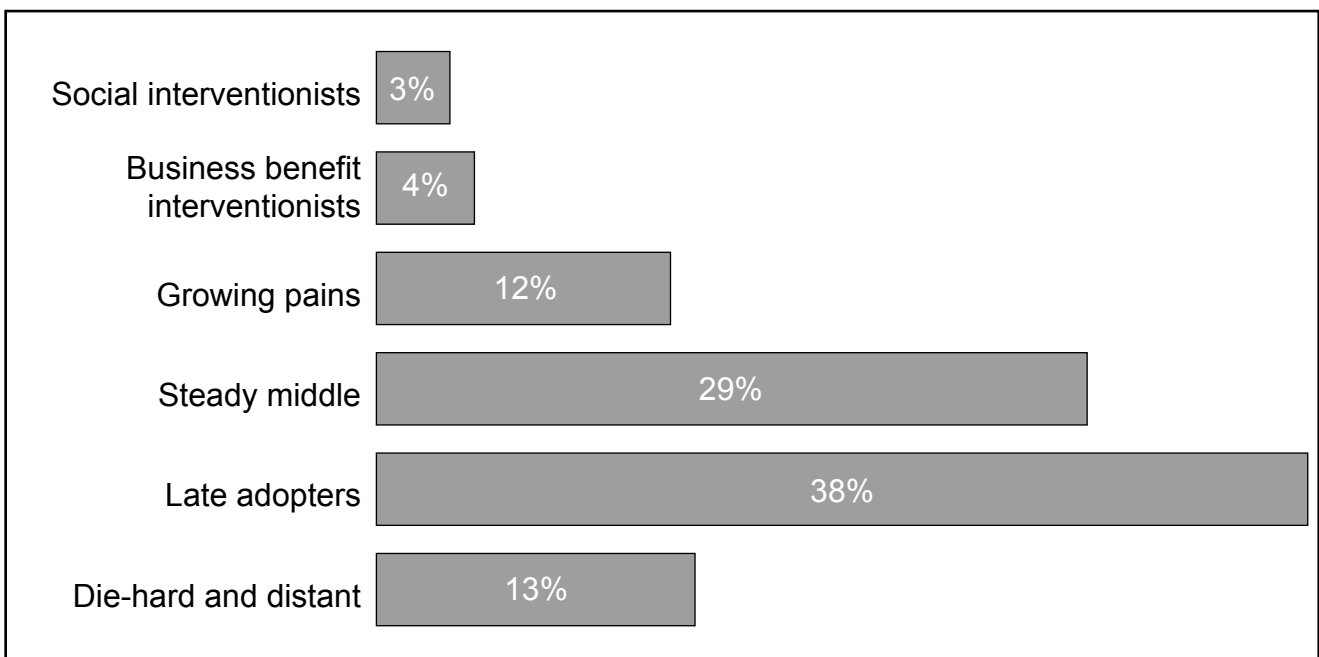
The statistical segmentation programme then looked at the responses given across all these questions 'at once' and grouped together those that showed similar patterns of response across the full set of variables.

5.2 Results of the segmentation

The segmentation analysis produced six segments of employers. These have been given names designed to reflect their approaches to workforce development – **social interventionists**, **business benefit interventionists**, **growing pains**, **steady middle**, **late adopters** and **die-hard and distant** employers. Figure 5.1 shows the different segments and the proportion of the employer population that each accounts for.

Table 5.1 provides a brief description of each segment in terms of the attitudes/behaviours that they demonstrate (using the variables that were used to derive the segmentation).

Figure 5.1 Six employer segments



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Table 5.1 Segment descriptions

Segment	Position on workforce development	Attitudes towards diversity and buy-in to DWP initiatives
Social interventionists	<p>More likely to have highly formal HR policies.</p> <p>Policies are more likely to go beyond legal requirements.</p> <p>Nearly all employers have recruited in last 12 months.</p> <p>Use of reduced-hours working is common.</p> <p>Vast majority of employers use zero-hours contracts.</p>	<p>Show strong commitment to encouraging diversity in the workplace.</p> <p>Strong buy-in to the idea of employer responsibility for ensuring employment opportunities for individuals facing disadvantage and supporting those with complex needs within the workplace.</p>
Business benefit interventionists	<p>More likely to have highly formal HR policies.</p> <p>Policies are more likely to go beyond legal requirements.</p> <p>Nearly all employers have recruited in last 12 months.</p> <p>Use of 'traditional' part-time working (16-30 hours per week) is universal.</p> <p>This is the segment most likely to use short part-time working but none use zero-hours contracts.</p> <p>Among most likely to have experienced problems with employees working to desired resourcing patterns.</p>	<p>Show strong commitment to encouraging diversity in the workplace.</p> <p>Strong buy-in to the idea of employer responsibility for ensuring employment opportunities for individuals facing disadvantage and supporting those with complex needs within the workplace. Also strong buy-in to employer responsibility for pre-employment training. However, relative lack of buy-in to employer responsibility for retirement saving.</p>
Growing pains	<p>Majority have formal HR policies but it is uncommon for these to go beyond legislative requirements.</p> <p>Nearly all employers have recruited in last 12 months.</p> <p>Above average use of all types of reduced-hours working.</p> <p>Among most likely to have experienced problems with employees working to desired resourcing patterns.</p>	<p>Fairly average commitment to workplace diversity but majority feel that it would be difficult for their workplace to accommodate individuals with a long-standing health condition or disability.</p> <p>Below average buy-in to employer responsibility for any in all of DWP's priority areas for joint working with employers.</p>

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Segment	Position on workforce development	Attitudes towards diversity and buy-in to DWP initiatives
Steady middle	<p>Majority have formal HR policies – split between those that align to legislative requirements and those that go beyond.</p> <p>Around half have recruited in last 12 months.</p> <p>Use of reduced-hours working is at average levels. Use of zero-hours contracts is unusual.</p>	<p>Show strong commitment to encouraging diversity in the workplace.</p> <p>Strong buy-in to employer responsibility for pre-employment training, ensuring employment opportunities for those facing disadvantage and for increasing individuals' financial independence through pay and progression.</p>
Late adopters	<p>It is common for HR policies to be informal – either with no written guidelines at all or guidelines that lay out principles rather than detailed policies.</p> <p>Where policies exist they are more likely to align with legislative requirements.</p> <p>Relatively low levels of recruitment.</p> <p>Lower than average use of all types of reduced-hours working.</p>	<p>Relatively low levels of belief that a diverse workforce has business benefits and strong conviction that recruitment from disadvantaged groups can introduce hassle and a legal risk.</p> <p>Relatively strong buy-in to employer responsibility for all DWP priority areas that directly affect staff i.e. providing workplace information, supporting employees with complex needs, ensuring employees make enough to make ends meet and increasing financial independence through pay and progression.</p>
Die-hard and distant	<p>It is common for HR policies to be informal – either with no written guidelines at all or guidelines that lay out principles rather than detailed policies.</p> <p>Where policies exist they are more likely to align with legislative requirements.</p> <p>Very low levels of recruitment.</p> <p>Average use of reduced-hours working.</p>	<p>Lack of commitment to a diverse workforce. Average levels of agreement that it could bring business benefits but very high levels of conviction that employment of disadvantaged groups could lead to hassle and a legal risk. Also strong belief that it would be very difficult for their workplace to accommodate individuals with a disability or health condition.</p> <p>Very low levels of buy-in to the concept of employer responsibility in any DWP priority areas for joint working.</p>

The **social interventionist** and **business benefit interventionist** segments have attitudes most closely aligned with those that DWP is looking to encourage within the business population. However, they are both very small segments. The two segments are very similar

in outlook with the key difference being that the **business benefit interventionist** group are more likely to have experienced problems in finding staff (and it may be this that drives their attitudes rather than more altruistic motives). The two groups also differ in their use of zero-hours contracts (which are used by most **social interventionist** businesses but not **business benefit interventionist** businesses).

The **growing pains** segment accounts for one in eight of the employer population. It appears to be the segment most likely to be experiencing recruitment challenges but this has not (yet) convinced many of the value of diversifying their workforce.

The two largest segments account for almost two-thirds of employers between them. These include the **steady middle** employers among whom levels of recruitment and use of reduced-hours working are at average levels. These employers show a high level of commitment to the concept of a diverse workforce but the fact that they have lower levels of recruitment activity than either of the groups mentioned above, means they are only, on average, likely to have recruited from any groups that face disadvantage in the workplace. The other large group is the **late adopters** which accounts for almost two-fifths of the employer population. This group have relatively low levels of recruitment activity and make limited use of reduced-hours working. They generally have relatively high levels of belief that employers have a responsibility to look after their own staff but are less convinced that there is an argument for employer participation in activities for the wider good of the economy (such as pre-employment training and encouraging retirement saving).

The final group is the **die-hard and distant** segment. These account for one in eight of the employer population. They are relatively inactive in the labour market in the sense that they had very low recruitment levels in the 12 months prior to the survey and low engagement in recruitment and support initiatives. They are also unconvinced of the value of a diverse workforce and tend to feel there is not a strong argument for employer responsibility in any DWP priority areas.

The remainder of this chapter provides more detail about the nature of these segments by cross-analysing them against other data collected in the survey. Firstly, it shows the profile of the individual segments by structural characteristics (size and sector). It then looks at the extent of engagement of each sector with DWP, the nature of their employment and recruitment practice in terms of recruiting from disadvantaged groups and any challenges they have encountered in the management of their workforce.

5.3 Structural characteristics of segments

By comparison with other segments, the **die-hard and distant** and **late adopter** segments have a high proportion of micro-employers (88 per cent and 86 per cent of each segment respectively have between two and nine members of staff). These two sectors also have the highest proportion of single-site organisations. Both the **social interventionist** and **business benefit interventionist** segments tend to be larger organisations (only 27 per cent and 35 per cent of these segments respectively are micro-employers).

The vast majority of employers in all segments are in the private sector. However, the **die-hard and distant** and **late adopter** segments are almost entirely private sector employers. The highest levels of voluntary sector employers are found in the **social**

interventionist and **steady middle** sectors (23 per cent and 19 per cent respectively). The **social interventionist** and **business benefit interventionist** employers have the highest proportions of Government employers (18 per cent of the employers in each sector).

The **social interventionist** segment is dominated by non-market services employers (they account for 40 per cent of this segment compared with only 12 per cent of the business population as a whole). By comparison there are almost no construction employers in either the **social interventionist** or **business benefit interventionist** segments and these employers are over-represented in the **late adopter** and **die-hard and distant** segments. The **die-hard and distant** segment also has a relatively high proportion of primary sector and utilities employers (13 per cent when they represent only six per cent of the business population as a whole). Trade, accommodation and transport employers dominate in both the **growing pains** segment and the **business benefit interventionist** segment (they account for 45 per cent and 58 per cent respectively of these segments compared with 33 per cent of the business population as a whole). Business services employers are distributed between segments (although they are under-represented in the **business benefit interventionist** segment).

5.4 Engagement with DWP by segment

There is considerable variation by segment in the likelihood to have engaged with DWP initiatives and services. At an overall level, seven in ten of both the **social interventionist** and **business benefit interventionist** employers have had at least one of the different types of contact explored in the survey. Half of the **growing pains** and **steady middle** sectors have had at least one type of contact compared with only around one in three of the **late adopter** and **die-hard and distant** sectors.

Table 5.2 shows the variation in different types of contact by segment.

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Table 5.2 Contact with DWP, by segment

	Social interventionists %	Business benefit interventionists %	Growing pains %	Steady middle %	Late adopters %	Die-hard and distant %
Any contact	72	70	51	50	30	37
Any use of DWP for recruitment	49	45	34	17	9	6
Universal Jobmatch	9	7	9	6	3	1
Jobcentre Plus	47	45	31	15	7	5
Any engagement with DWP recruitment initiatives	22	27	18	12	7	7
Youth Contract	4	2	3	3	2	1
Work Trials	6	7	7	6	3	3
Work Experience	13	21	9	9	4	4
Sector-based work academies/ Routeways to Work	5	16	5	4	1	2
Work Choice	3	1	1	1	*	1
Any use of DWP recruitment services	8	19	5	5	4	4
Rapid Response Service	2	2	1	2	*	1
European Employment Service	1	2	1	1	1	0
Access to Work	4	3	1	1	*	0
Advice on retraining/ upskilling staff	1	14	2	2	1	1
Small Business Recruitment Service	1	1	0	1	1	3
Any use of DWP information services to meet workplace information needs	3	0	1	1	1	0
Any contact for pay and pensions information	28	14	21	28	17	17
<i>Base: All employers</i>	285	293	356	1,002	620	244

The **social interventionist** employers have comparatively high levels of engagement with DWP in a number of areas including using Jobcentre Plus as a recruitment channel, engagement with DWP recruitment initiatives and contact regarding pensions and pay information. The **business benefit interventionist** employers show similar levels of engagement generally but are more likely to have made use of DWP advice on retraining or upskilling their workforce and sector-based work academies/Routeways to Work. They are also more likely than the **social interventionist** segment to provide Work Experience.

The **growing pains** sector shows lower levels of use of Jobcentre Plus for recruitment than these two segments but their use of Universal Jobmatch specifically is at a similar level. Around one in five had engaged with one of DWP's recruitment initiatives (and unlike the two **interventionist** sectors this engagement is not all focused in the provision of Work Experience but is instead spread across a range of initiatives).

5.5 Recruitment of disadvantaged groups, by segment

Patterns of likelihood to have knowingly recruited²⁰ from groups that can face disadvantage over the last 12 months by segment generally reflect the attitudes to diversity shown earlier, as is shown in Table 5.3.

Table 5.3 Recruitment from hard-to-reach groups, by segment

	Social interventionists %	Business benefit interventionists %	Growing pains %	Steady middle %	Late adopters %	Die-hard and distant %
Individuals previously unemployed for 6+ months	50	56	30	37	31	20
Individuals who are disabled or who have a long-term health condition	14	17	7	11	3	1
Single parents	49	39	37	30	13	10
Individuals with a criminal record	17	2	11	8	4	*
Individuals with a current/recent drug or alcohol addiction	2	1	1	1	*	1
A young person aged 18-24	80	63	69	58	42	55
An older person aged 50+	54	37	27	32	14	16
<i>Base: All employers</i>	285	293	356	1,002	620	244

Nearly all **social interventionist** employers have recruited in the last 12 months, and where they have done, they are more likely than those in any other segment to have been aware of recruiting most of the individual groups discussed. This is particularly notable in the case of individuals with a criminal record but it is also apparent for single parents, young people and people aged 50+.

²⁰ The recruitment figures related to employing a diverse workforce were self-reported by employers: some employers may not be aware of employees with addiction issues, for example.

All these groups are notably more likely to have been knowingly recruited by the **social interventionist** employers than even those in the **business benefit interventionist** segment. However, **business benefit interventionist** employers are equally as likely to have known they had recruited individuals who have previously been unemployed for six months or more and individuals with a disability or long-term health condition (and between them these two segments are much more likely to have recruited from these two groups than recruiting employers in any other segment).

Levels of recruitment activity are low in the **late adopters** and **die-hard and distant** segments and, as Table 6.3 shows, where they have recruited they are relatively unlikely to have knowingly taken on individuals from groups facing disadvantage. The two groups differ slightly in the levels of recruitment of individuals previously unemployed (which the **late adopters** are more likely to have done) and the recruitment of young people (which the **die-hard and distant** employers are more likely to have done).

Although a much higher proportion of **growing pains** employers have attempted to recruit, where they have recruited the likelihood of **growing pains** employers and **steady middle** employers to have been aware of taking on individuals from each disadvantaged groups is at similar levels (and levels of recruitment are close to the average for the employer population). Comparing the two segments, **growing pains** employers are more likely to report that they have taken on single parents and young people but less likely to have taken on individuals previously unemployed or those with a disability or health condition.

5.6 Experience of workforce difficulties by segment

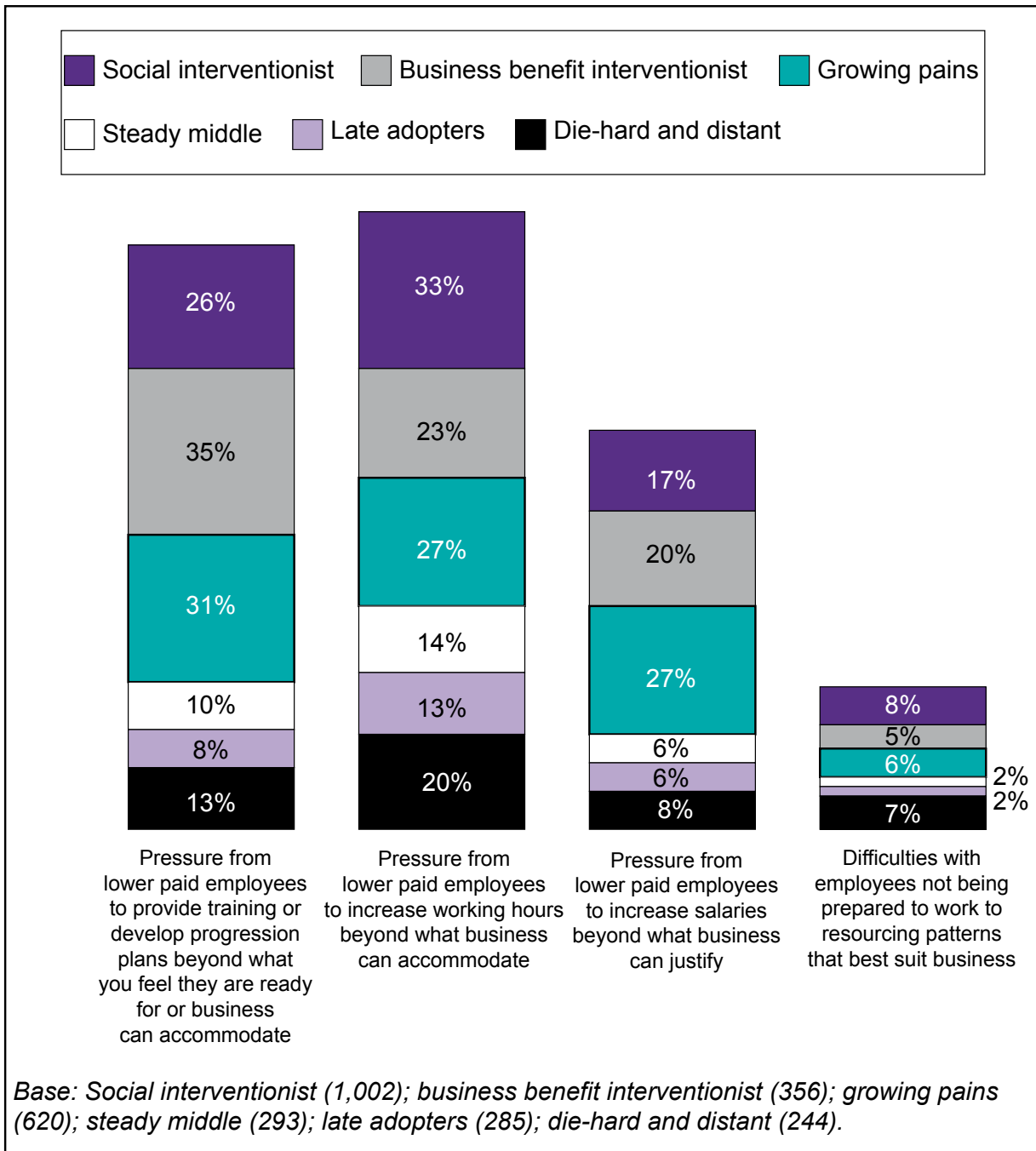
There are also differences by segment in the likelihood to have experienced difficulties in balancing requests from the workforce against what employers feel the business needs or can accommodate.

As Figure 5.2 shows, the likelihood of experiencing difficulties in encouraging employees to work to the patterns that suit the business and experiencing pressure to increase hours beyond what the business can accommodate are both markedly greater in the **social interventionist**, **business benefit interventionist** and **growing pains** segments than in any other segment.

There is less variation in the likelihood of having experienced pressure to increase salaries beyond what the business can accommodate, although this appears to be a particular issue for the **social interventionist** segment.

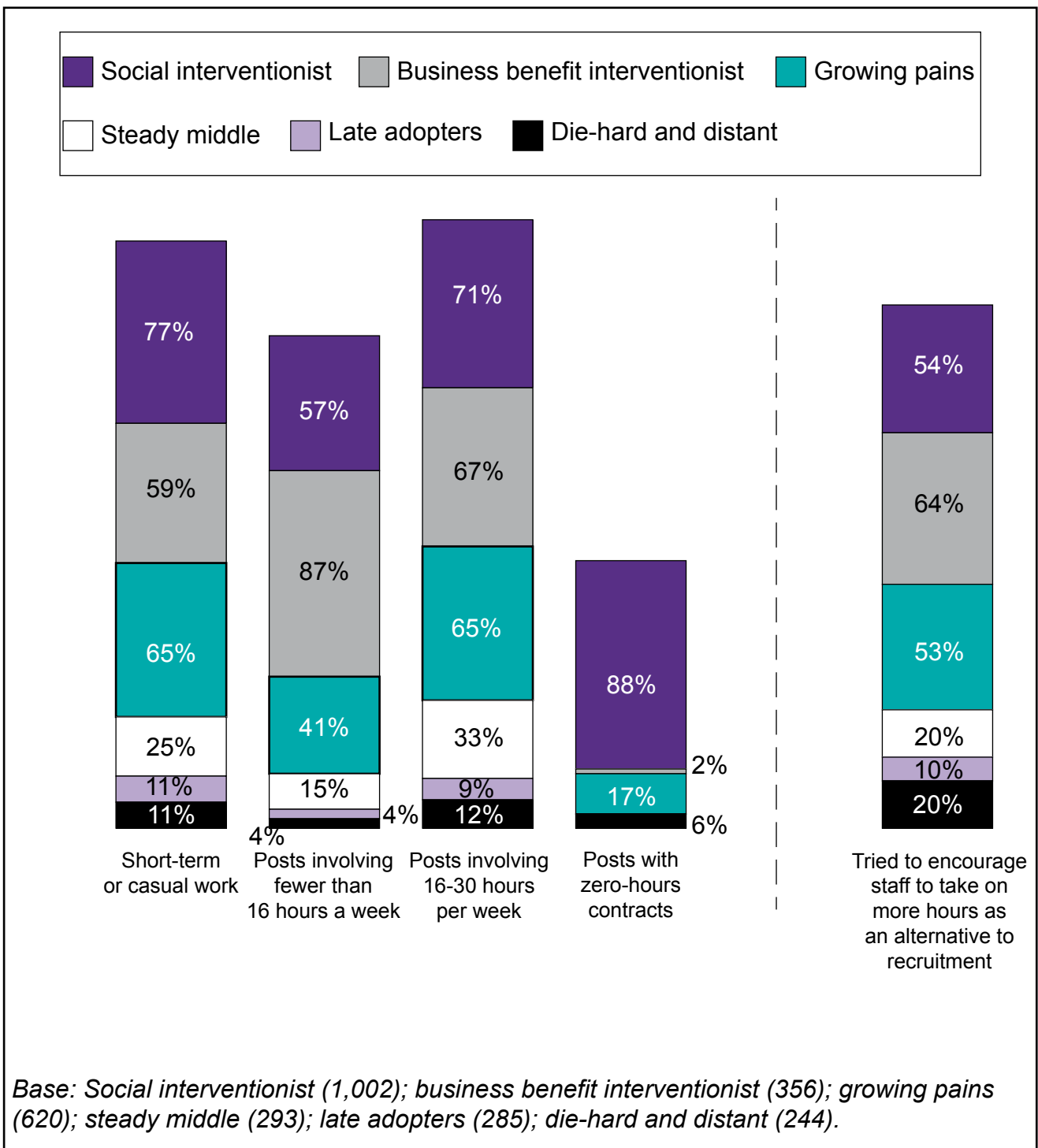
There is little variation by segment in the likelihood of having experienced pressure to provide training or progression beyond what staff are ready for or the business can accommodate, with this particular issue experienced by only a very small minority of employers.

Figure 5.2 Internal workforce pressures, by segment



As Figure 5.3 shows, there are considerable differences in the likelihood of having attempted to recruit various reduced-hours posts and to have tried to use internal recruitment by segment. To a large extent these differences reflect the composition of the existing workforce (so segments that are more likely to have existing staff on zero-hours contracts are more likely to have tried to recruit these posts in the last 12 months).

Figure 5.3 External reduced-hours recruitment and internal recruitment, by segment



As well as this variation in likelihood to have attempted each recruitment approach, there also appear to be some differences in likelihood to have experienced difficulties with the external labour market. As detailed in Chapter 1, businesses that had attempted each of these recruitment approaches were asked whether they had encountered any difficulties in finding people. Although the base sizes are quite small for this analysis, it is apparent that, compared to the **social interventionist** and **business benefit interventionist** employers, where **growing pains** employers have attempted to recruit for each of these posts in the

external labour market, then they are much more likely to have encountered difficulties. Hence, there is perhaps some evidence to suggest that their relative lack of openness to recruiting from disadvantaged groups makes their recruitment challenges harder.

Of those employers who have looked internally to try to increase hours as an alternative to recruitment, hardly any of the **business benefit interventionist** segment (where this approach is common) or the **late adopter** segment (where this approach is quite rare) experienced difficulties finding staff willing to accept these hours. In all other segments between a fifth and a quarter of those attempting this approach had experienced difficulties.

5.7 Key findings and implications

The key findings covered in this chapter are that:

- The two segments of employers that had attitudes/behaviour most closely aligned with DWP initiatives (the **social interventionist** and **business benefit interventionist** segments) were very small (accounting for only seven per cent of the employer population). They therefore present limited scope to further increase employment opportunities to those facing disadvantage. Hence, to achieve more widespread changes in behaviour, DWP may need to seek to influence some of the other segments that are currently 'further away' in terms of their attitudes.
- The segments that perhaps present the greatest opportunity for engagement with initiatives designed to help those facing labour market disadvantage are those in the **growing pains** and **steady middle** categories.
- **Growing pains** employers are characterised as having high levels of recruitment and higher than average challenges in finding the staff that they require. On this basis they could be open to considering alternative recruitment channels or recruiting from different groups. However, this group demonstrates below average buy-in to employer responsibility for DWP's priority areas for joint working with employers. Hence, they are more likely to respond to messages that demonstrate a clear benefit for them in addressing recruitment challenge than an approach placing more emphasis on social responsibility. In terms of identification, this sector is dominated by employers in the trade, accommodation and transport sector. Employers from this sector are particularly likely to have taken on young people.
- **Steady middle** employers demonstrated relatively strong commitment to encouraging diversity in the workplace and also (compared to other employers) were more likely to see a role for employers in ensuring opportunities for those facing disadvantage. However, at the moment they are relatively low users of DWP recruitment channels. They are also relatively unlikely to offer reduced hours working. **Steady middle** employers are spread across all business sectors but they contain a comparatively high proportion of voluntary sector employers.

6 Conclusions

In this chapter we look first of all at the conclusions that can be drawn in some of the main thematic areas covered by the survey. We then go on to look at the potential implications for some key areas of DWP initiatives and policy.

6.1 Levels of contact with DWP

The Department for Work and Pensions (DWP) has an existing relationship with just over two in five employers, although in most cases this relationship is relatively light-touch.

Forty-three per cent of employers have had some level of engagement with DWP over the last 12 months, most commonly relating to information about pensions and/or pay issues (21 per cent) or the placement of vacancies (17 per cent).

A relatively small group of employers have a more concentrated relationship: these are characterised within the report as **social interventionist** organisations or **business benefit interventionists**; between them they account for seven per cent of employers.

6.2 Experiences in sourcing labour

In the main, employers are able to find the workforce they need, and to agree working patterns that meet the business' requirements.

Part-time working is an established feature of the employment landscape, although longer-hours part-time contracts (16 to 30 hours per week) are more common than shorter-hours part-time contracts (less than 16 hours per week); three in five employers offer the former compared to a third offering the latter. Zero-hours contracts are relatively rare – being offered by one in 12 employers – but are anticipated to become a more common feature in the employment landscape, with one in five employers who currently use them saying that they are on the increase.

6.3 Workforce development cultures

Employers are pragmatic and needs-driven in their attitudes to diversity in the workplace.

Employers are generally convinced of the business benefits of reflecting their customer/client base in their workforce but are more mixed in their views of the practicalities of accommodating a diverse workforce.

In practice, one in seven employers have recruited someone over the last 12 months who they knew to be disabled/had a long-term health condition, had a criminal record or had a drug or alcohol addiction.

The statistical segmentation carried out on the survey data identified two segments of employers that had attitudes/behaviour most closely aligned with DWP initiatives (the **social interventionist** and **business benefit interventionist** segments). However, these segments were very small (accounting for only seven per cent of the employer population). They, therefore, present limited scope to further increase employment opportunities to those

facing disadvantage. Hence, to achieve more widespread changes in behaviour, DWP may need to seek to influence some of the other segments that are currently 'further away' in terms of their attitudes.

The segments that perhaps present the greatest opportunity for engagement with initiatives designed to help those facing labour market disadvantage are those in the **growing pains** and **steady middle** categories:

- **Growing pains** employers are characterised as having high levels of recruitment and higher than average challenges in finding the staff that they require. On this basis they could be open to considering alternative recruitment channels or recruiting from different groups. However, this group demonstrate below average buy-in to employer responsibility for any of DWP's priority areas for joint working with employers. Hence, they are more likely to respond to messages that demonstrate a clear benefit for them in addressing recruitment challenge than an approach placing more emphasis on social responsibility.
- **Steady middle** employers demonstrated relatively strong commitment to encouraging diversity in the workplace and also (compared to other employers) were more likely to see a role for employers in ensuring opportunities for those facing disadvantage. However, at the moment they are relatively low users of DWP recruitment channels. They are also relatively unlikely to offer reduced-hours working. **Steady middle** employers are spread across all business sectors but they contain a comparatively high proportion of voluntary sector employers.

6.4 Variations by sector

Employers in the non-market sector are particularly active in the recruitment market and were most likely to respond positively to workforce diversity statements. They are also among the most likely to offer part-time working (including shorter part-time working and work on part-time zero-hours contracts). Regarding recruitment channels, the non-market service sector may be productive to target and engage with the Universal Jobmatch offer. It is a sector that is relatively familiar with using Jobcentre Plus for recruitment and it is also a sector where use of self-service online channels is higher than average, but where use of Universal Jobmatch is currently lower than average. Similarly, employers in the non-market sector may be productive to target for some of DWP's recruitment initiatives (such as Work Experience or the Youth Contract).

Construction employers are among the most likely to have experienced difficulties in filling reduced hours positions. The sector is also prominent among the early adopters of Universal Jobmatch. However these employers appear to have had a less satisfactory experience with the service than other users. It may be beneficial to monitor the experiences of these employers going forward.

The trade, accommodation and transport sector also presents some opportunities. It is a sector where reduced hours working is common. It is also a sector where employers are

particularly likely to have taken on young people but disproportionately unlikely to have recruited individuals from other harder to reach groups. These employers are heavily represented in the **growing pains** segment and may benefit from assistance in meeting recruitment challenges.

6.5 Implications for key areas of initiatives and policy

This survey looked to establish a baseline of employer experiences prior to the full roll-out of some large-scale DWP and cross-Government policy changes. These include:

- the launch of the **Universal Jobmatch** service (which actually took place a few months prior to the survey);
- the programme of **welfare reform** that DWP is leading, centring on the introduction of Universal Credit;
- **Get Britain Working** which sets out a number of measures to support the most vulnerable and help people to break the cycle of benefit dependency²¹.

In this chapter we set out some of the key findings that relate specifically to key areas of initiatives and policy.

6.5.1 Implications for Universal Jobmatch

A third of employers recruiting through Jobcentre Plus²² at the time of the survey do not envisage using Universal Jobmatch. The majority of employers were either happy with existing or other recruitment channels or felt the service could be improved based on the level of support it provides. There were few differences by size or sector of employers in terms of those unlikely to use Universal Jobmatch (although primary sector and utilities employers were particularly unlikely to envisage use). It may be advantageous to communicate the benefits of Universal Jobmatch to these employers in the coming months while they are still in contact with DWP so that any further move to more self-service Jobcentre Plus channels does not lead to a reduction in employment opportunities for DWP customers. However, it is possible that some of these employers will be unable or simply unwilling to use a self-service online channel from Jobcentre Plus.

On the other hand, there may be potential for Universal Jobmatch to convert some new employers to using DWP recruitment channels. There are a small number of employers who have used Universal Jobmatch and not other Jobcentre Plus services for recruitment over the last 12 months (who may have either migrated from traditional Jobcentre Plus channels or who may be new to recruiting through DWP). The extent to which the service is securing engagement with 'new' employers may be interesting to monitor over time in order to understand the extent to which Universal Jobmatch is opening up job opportunities from new employers to DWP customers.

²¹ This survey considered employers' engagement with a number of recruitment initiatives (the Youth Contract; Work Experience; pre-employment training; Work Choice) that are linked with the measures to 'Get Britain Working'.

²² For questions relating to Jobcentre Plus services, employers were asked to consider recruitment through Employer Direct online (EDon) and through their local Jobcentre Plus offices.

Almost a third of employers using Universal Jobmatch required contact with Jobcentre Plus or DWP in order to be able to use the service on the first occasion. This perhaps questions the extent to which it is truly 'self-service'. Most employers (87 per cent) that had previously used the service stated that they would be likely to use it again for future recruitment activity. It may be beneficial for DWP to investigate the user-friendliness of Universal Jobmatch as the service expands.

There is potentially a strong communications message in the fact that the proportion of employers who have used Universal Jobmatch but not been able to fill a vacancy is much lower than for the 'traditional' Jobcentre Plus route (and is in line with the largely-commercial self-service online recruitment channel).

6.5.2 Implications for welfare reform

Universal Credit aims to ensure that work always pays and that individuals are better off taking small amounts of work than remaining on benefits. To realise the benefits of welfare reform, unemployed people will be expected to take full advantage of flexible working opportunities. Survey findings show that longer-hours part-time working is relatively commonplace (59 per cent of employers currently offer these opportunities). Fewer offer shorter-hours part-time positions involving fewer than 16 hours (35 per cent). A smaller number of employers offer positions on zero-hours part-time contracts (eight per cent) but there are signs that they are becoming more common.

The introduction of Universal Credit is also intended – among other things – to remove the so-called 'benefit trap' and this should make it easier for employers to find individuals willing to work to the patterns that suit their business. In the main, under the current welfare system, employers do not appear to have widespread difficulties in filling part-time positions; nor do they appear to have difficulties in asking existing staff to work longer hours or to upskill in order to fill vacancies. However, there are small pockets of employers that have experienced difficulty (for example 24 per cent of those who have looked to recruit to fill zero-hours part-time positions have experienced difficulties and 21 per cent of those that have looked to recruit people to take on short-term or casual work have experienced difficulties). At an overall level, smaller companies were more likely to run into difficulties while employers operating in the business and other services sector and the construction sector were more likely to face difficulties when attempting to recruit to zero-hours contracts. One in five (19 per cent) of 'recruiting employers' had encountered direct concerns from potential recruits about the impact of employment on benefit entitlements. After the roll-out of Universal Credit, it may be interesting to assess how this changes.

Universal Credit places a strong emphasis on progression, whereby claimants who are in work may also need to demonstrate that they are making efforts to increase their income. This might require employers to be prepared to justify decisions about pay and progression. To provide a baseline against which this could be measured, these issues were explored in this survey. In the 12 months preceding the survey, the proportions of employers that reported experiencing pressure from lower paid employees to increase their salaries or working hours beyond what the business could justify were 17 per cent and nine per cent respectively. It may be interesting to monitor this over time following the roll-out of Universal Credit.

6.5.3 Implications for recruitment initiatives

DWP has a range of recruitment initiatives in which it attempts to engage employers' assistance to contribute with the aim of achieving a positive impact for the wider economy. Eleven per cent of employers are engaged with these initiatives. Fifty-one per cent of those who had been involved felt that their needs were met at the first time of asking and 57 per cent that the service they received was efficient and responsive. Employers' main concerns seem to focus around the perceived ineffective screening/selection of candidates that they receive. This is something that welfare reform and Universal Jobmatch are designed to address, so it will be of interest to see if this remains a concern over the next two years.

In the 12 months preceding the survey, the proportions of employers that recruited someone who they knew to be disabled or to have long-term health condition, to have a criminal record, or to have a current/recent drug or alcohol addiction were eight per cent, seven per cent and one per cent respectively. Much of the activity that forms part of the measures to 'Get Britain Working' centres around opening up opportunities for those facing disadvantage in the labour market and one way of measuring the success of this will be in monitoring the proportion of employers who have taken on individuals from harder to reach groups.

Appendix A

Details of business population

Figures A.1-A.3 show the breakdown of all GB businesses by Jobcentre Plus Regional Group, by sizeband and by broad sector classification (public, private and voluntary). These counts are sourced from the Inter-Departmental Business Register (IDBR). This covers approximately 2.1 million businesses across all sectors operating in UK economy that have employees and a turnover equal to or above the tax threshold. Some not for profit organisations are excluded.

Figure A.1 Number of organisations, by Jobcentre Plus Regional Group

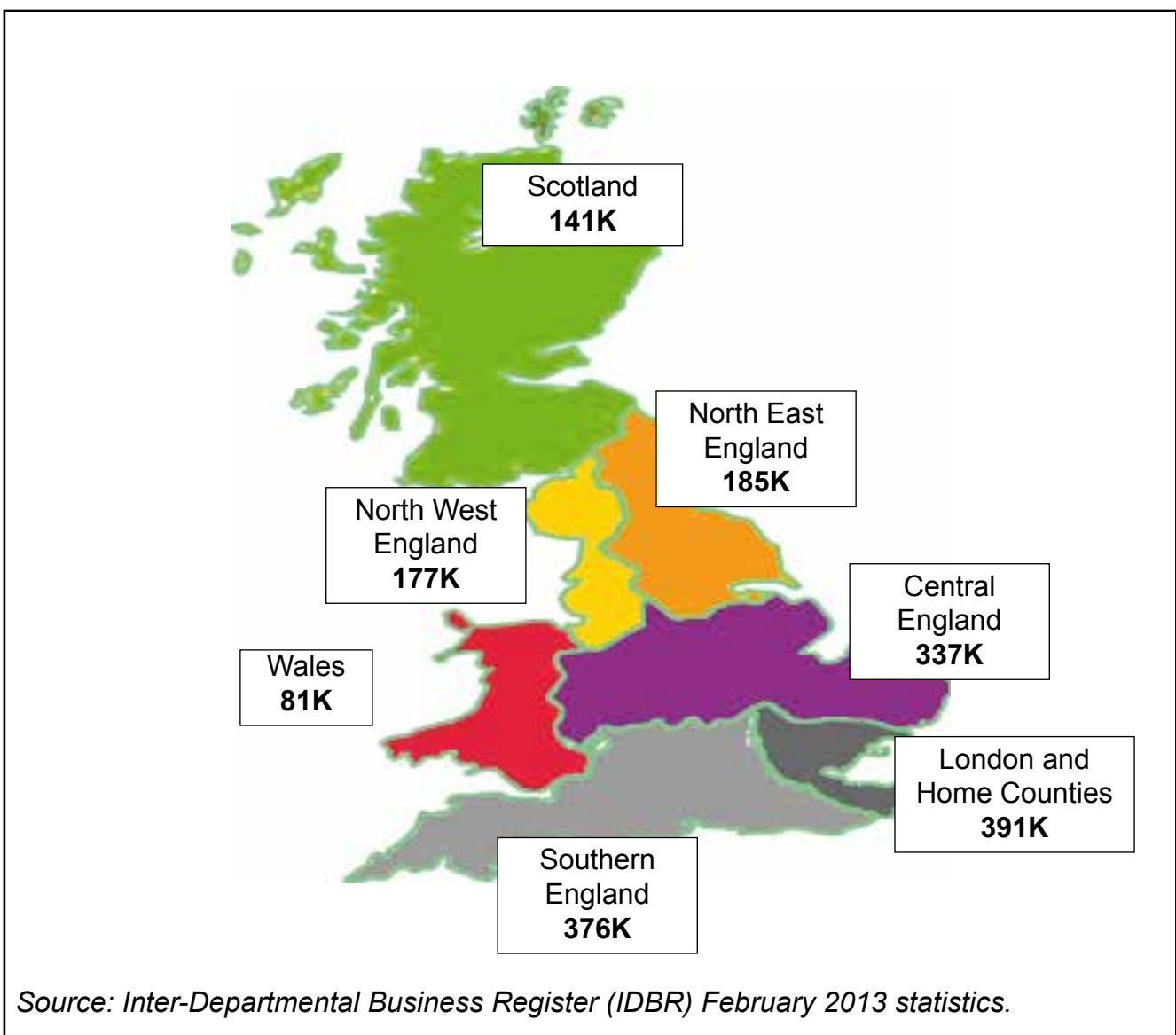


Figure A.2 Size profile of employer population in each of the sectors

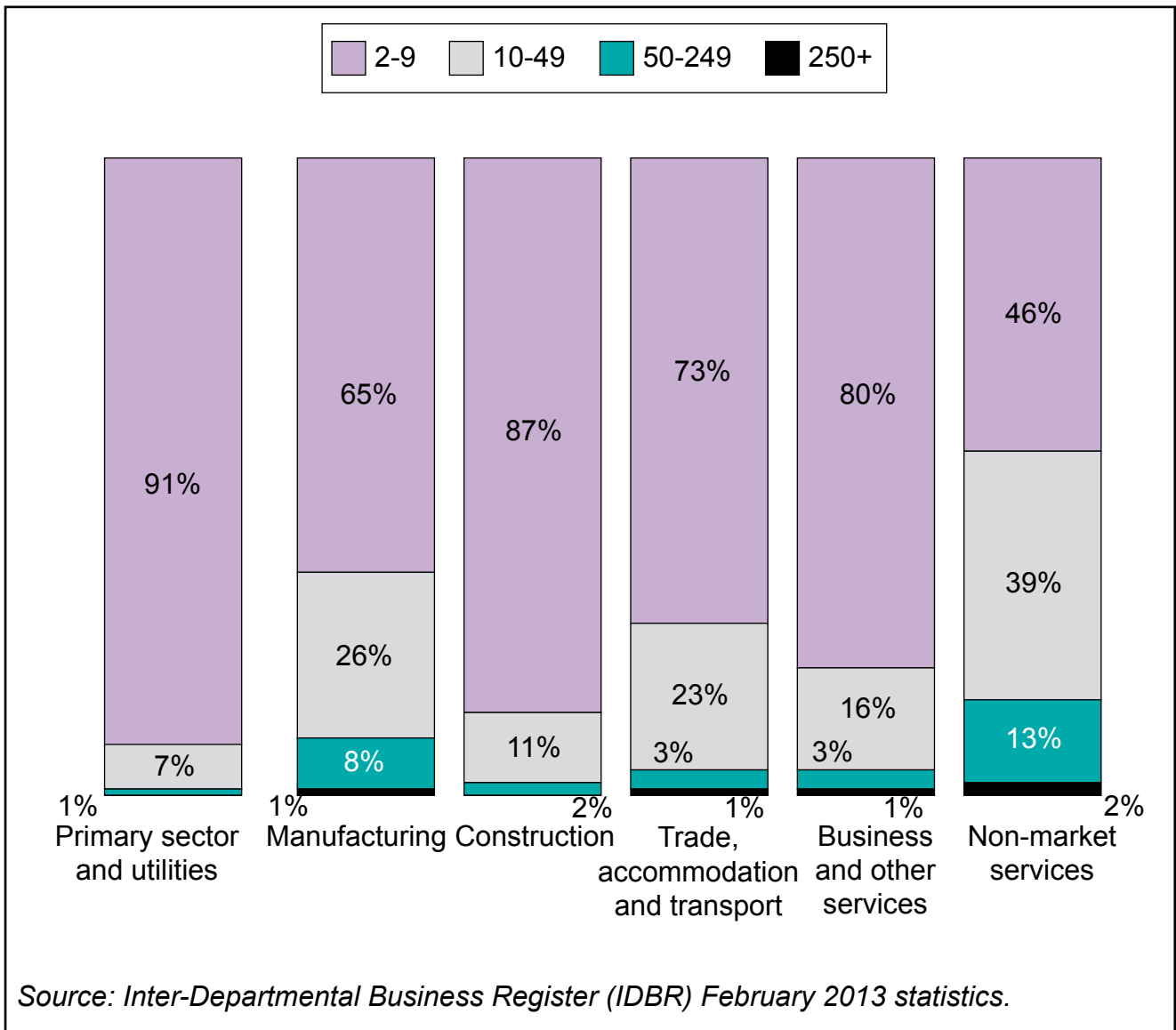
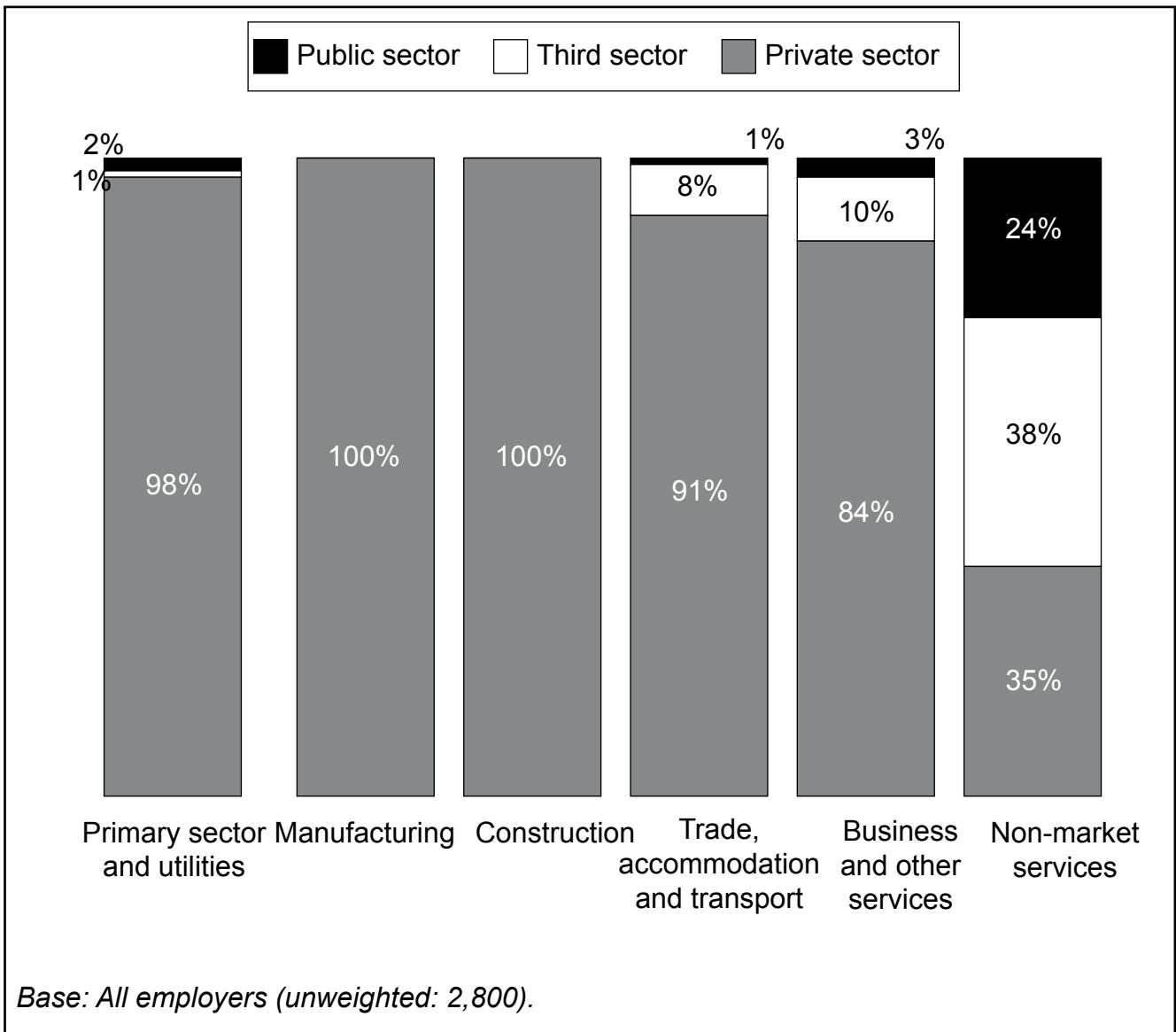


Figure A.3 Sectors, by broader classification



Appendix B

Descriptions of recruitment initiatives and services explored

Descriptions of recruitment initiatives and services referenced in Chapter 4

Initiative	Service
<p>The Youth Contract Employers receive a payment or subsidy for recruiting an 18-24 year old who has previously been unemployed.</p>	<p>The Rapid Response Service Employees at risk of redundancy are helped to find alternative work.</p>
<p>Work Trials An opportunity for employers to 'test' how well an individual would fit into their workplace through a Work Trial.</p>	<p>European Employment Services Employers receive support or advice around recruiting workers from the European Economic Area countries.</p>
<p>Work Experience Employers provide a period of work experience to an individual who is unemployed.</p>	<p>Access to Work Employers receive financial support to meet the costs involved in adjusting their workplace to enable the participation of an employee with a disability or long-term health condition. This might be through the Access to Work scheme.</p>
<p>Pre-employment training Employers work with DWP or Jobcentre Plus to design pre-employment training for individuals who are looking to enter work in a particular sector.</p>	<p>Upskilling Support Employers receive advice on how to retrain or upskill their existing employees.</p>

Appendix C

Survey questionnaire

A Screener

ASK TELEPHONIST

- A1 Good morning/afternoon, my name is ... I am calling from IFF Research, an independent research company working on behalf of the Department for Work and Pensions (DWP). Please could I speak to the most senior person with a responsibility for human resources at this site?**

ADD IF NECESSARY: We're conducting a survey to help the DWP understand the assistance that employers need in recruitment and workforce management so that the Government can meet the needs of employers better. It doesn't matter if you have had no dealings with DWP, your input will still be very valuable. The interview should take around 20-25 minutes.

Yes – respondent speaking	1	CONTINUE TO A2
Yes – transfer to respondent	2	CONTINUE TO A2
Hard Appointment	3	MAKE APPOINTMENT
Soft Appointment	4	MAKE APPOINTMENT
No HR function on site	5	CLOSE
Refusal – Taken part in recent survey	6	
Refusal – Company policy	7	
Refusal – (Other – specify)	8	
Not available in deadline	9	
Engaged	10	
No reply/Answer phone	11	
Residential Number	12	
Dead line	13	
Company closed	14	

DWP Employer Engagement and Experience Survey 2013

THIS CALL MAY BE RECORDED FOR QUALITY AND TRAINING PURPOSES ONLY.

REASSURANCES TO USE IF NECESSARY

- IFF Research is an independent market research company, operating under the strict guidelines of the Market Research Society's Code of Conduct. This means that anything you tell us will be treated in the strictest confidence, and none of your answers will be attributed to you unless you give explicit permission for us to do so.
- There is no legal obligation to take part in the study and DWP is not 'checking up' on employers.
- We got your company name and telephone number from Experian, a commercial database of businesses in the UK. We are interested in speaking to people responsible for HR and recruitment across a wide range of businesses.
- If you would like to check IFF's credentials, you can call the Market Research Society, free of charge, on [telephone number].
- If you would like to know more about IFF Research, you can call [names] (Research Executives) on [telephone number], or email [email addresses].
- If you would like to verify that it is a legitimate piece of research commissioned by DWP you can call : [name] on [telephone number], or email [email address].
- Offer reassurance letter as necessary.

ASK RESPONDENT

A2 IF TRANSFERRED: (A1=2) Good morning/afternoon, my name is ... I am calling from IFF Research, an independent research company working on behalf of the Department for Work and Pensions (DWP).

READ OUT TO ALL

We're conducting a survey to help the DWP understand the assistance that employers need in recruitment and workforce management so that the Government can meet the needs of employers better. We'd like to speak to the most senior person responsible for human resources at this site.

It doesn't matter if you have had no dealings with the DWP, your input will still be very valuable to understanding your recruitment practices and awareness of the support available to you. The interview should take around 20-25 minutes.

Would you be able to help?

Yes – Continue	1	CONTINUE
Hard appointment	2	MAKE APPOINTMENT:
OUTCOME 10		
Soft appointment	3	MAKE APPOINTMENT:
OUTCOME 11		
Would like to be interviewed in Welsh		MAKE SOFT APPOINTMENT IN SEPARATE QUEUE
Refusal – no HR functions on site	4	THANK AND CLOSE: OUTCOME 1
Refusal (Taken part in recent survey)	5	THANK AND CLOSE: OUTCOME 2
Refusal (Company Policy)	6	THANK AND CLOSE: OUTCOME 3
Refusal (Other – specify)	7	THANK AND CLOSE: OUTCOME 4
Not available in deadline	8	THANK AND CLOSE: OUTCOME 5

READ OUT: This call may be recorded for quality and training purposes only.

ASK ALL

A3 Thank you. How many people work at this establishment? Please include yourself and others on your payroll and any working proprietors or owners, but exclude the self-employed and outside contractor or agency staff.

INTERVIEWER NOTE:

NON-EMPLOYEE TRAINERS AND EMPLOYEES UNDER 16 SHOULD BE **EXCLUDED**

THOSE ON MATERNITY/PATERNITY OR LONG-TERM SICK SHOULD BE **INCLUDED**

THOSE ON Zero-hours contractS SHOULD BE **INCLUDED**

PROBE FOR BEST ESTIMATE AND RECORD NUMBER

CLOSE IF DON'T KNOW/REFUSED

DWP Employer Engagement and Experience Survey 2013

PROBE FOR BEST ESTIMATE

WRITE IN		
1	1	THANK AND CLOSE
2-9 staff	2	DEFINE QUOTAS FROM Q'AIRE.
10-49 staff	3	
50-249 staff	4	
250-499 staff	5	
500+ staff	6	
Don't know	7	
Refused	8	

ASK ALL

A4 I have [SIC DESCRIPTION from SAMPLE] as a broad classification for your establishment. Does this sound about right?

Yes	1
No	2

ASK IF DISAGREE WITH DESCRIPTION (A4=2)

A5 How would you describe the main business activity at this establishment?

INTERVIEWER PROBE FOR THE FOLLOWING – START WITH FIRST PROBE AND ONLY USE THE OTHERS IF NECESSARY TO GET CLEAR INFORMATION

- **What would you type into a search engine to find an organisation like yours online?**
- **What is the main product or service of this establishment?**
- **What exactly is made or done at this establishment?**

WRITE IN. TO BE CODED TO 4-DIGIT 2007 SIC.
--

ASK ALL

A6 Would you classify your organisation as one ...? READ OUT. CODE ONE ONLY

MAINLY seeking to make a profit	1	
A charity or voluntary sector organisation or a social enterprise	2	
A local-government financed body ADD IF NECESSARY: such as a school or a body delivering leisure, transport, social care, waste or environmental health services	3	
A central government financed body ADD IF NECESSARY: such as the Civil Service, any part of the NHS, a college or university, the Armed Services, an Executive Agency or other non-departmental public bodies	4	
Don't know	5	

B Workplace Structure

ASK ALL

B1 Can I now ask a few questions about the nature of your workplace. Is this workplace...? READ OUT – SINGLE CODE ONLY

The only establishment in the organisation, or	1
One of a number of establishments within a larger organisation	2
Don't know	3

DWP Employer Engagement and Experience Survey 2013

ASK IF MULTI-SITE ORGANISATION (B1=2)

B2 **And thinking about the company as a whole, approximately how many people work for the company across all sites in the UK? ADD IF NECESSARY: Please include yourself and full time and part time employees on your payroll as well as any working proprietors or owners, but exclude the self-employed and outside contractor or agency staff.'**

PROMPT FOR BEST ESTIMATE

(INTERVIEWER NOTE: NON-EMPLOYEE TRAINERS AND EMPLOYEES UNDER 16 SHOULD BE EXCLUDED. THOSE ON MATERNITY/PATERNITY OR LONG-TERM SICK SHOULD BE INCLUDED.

THOSE ON Zero-hours contracts SHOULD BE INCLUDED

1-49 people	1
50 to 249 people	2
250-999 people	3
1,000-9,999 people	4
10,000 people or more	5
Don't know	6

ASK IF MULTI-SITE ORGANISATION (B1=2)

B3 **Can I just check, is this workplace the Head Office of the organisation?**

READ OUT

Yes	1
No	2
DO NOT READ OUT Don't know	X

ASK ALL

B4 **How long has your organisation been operating?**

PROBE FOR BEST ESTIMATE

Under 1 year (Since June 2012)	1
1-3 years (May 2010 – May 2012)	2
Over 3 years up to and including 5 years (May 2008 – April 2010)	3
Over 5 years up to and including 10 years (May 2003 – April 2008)	4
Over 10 years (April 2003 or earlier)	5
DO NOT READ OUT: Don't know	X

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IF MULTI-SITE ORGANISATION AND NOT HEAD OFFICE (B1=2 AND B3 ≠1)

- B5** **And thinking about human resources policies and procedures, would you say that they are...? READ OUT. SINGLE CODE.**

Set solely by your establishment	1
Set primarily at your establishment but head office has some input	2
Set primarily at head office but your establishment has some input	3
Set solely by head office	4
DO NOT READ OUT: Don't know	X

IF MULTI-SITE ORGANISATION AND NOT HEAD OFFICE (B1=2 AND B3 ≠1)

- B6** **On which of the following matters are managers here able to make decisions without consulting with managers at another workplace in your organisation?**

READ OUT – MULTICODE

Rates of pay	1
Working hours	2
Pensions entitlements	3
Which staff are recruited to work at this workplace	4
The nature of training that employees are sent on	5
Staffing plans i.e. the numbers and job roles of staff employed	6
Your workplace's approach to equal opportunities and diversity	7
Your approach to performance appraisals	8
None of the above (DO NOT READ OUT)	9
Don't know (DO NOT READ OUT)	

ASK ALL

- B7** **Which of the following best describes how formal your approaches are in relation to HR issues generally?**

READ OUT AND CODE ONE ONLY.

We don't have written guidelines or policies, we just try to make the right decisions as we go	1
Decisions are based on general written guidelines that are quite informal	2
Decisions are based on formal, written and well-documented policies	3
DO NOT READ OUT Don't know	X

DWP Employer Engagement and Experience Survey 2013

IF HAVE FORMAL POLICIES (B7=3)

B8 Would you say your HR policies are set to align with your legislative or regulatory responsibilities or do they go beyond these requirements

READ OUT AND CODE ONE ONLY.

Align	1
Go beyond	2
DO NOT READ OUT Don't know	X

B9 deleted

B10 deleted

ASK B11, B12 and B13 in a loop.

ASK ALL

B11 At your workplace, do you have any staff who [INSERT ITERATION] ...?

ASK FOR ALL ITERATIONS FOR WHICH B11/YES

B12 And how many staff?

INTERVIEWER NOTE: A zero-hours contract is one where there does not guarantee the employee a fixed number of hours per week and the employee is only paid for the hours that they work.

	Yes	No	Don't know	IF YES Number of staff
Work fewer than 16 hours a week	1	2	3	ALLOW 1 – NUMBER AT A3
Work between 16 and 30 hours a week	1	2	3	ALLOW 1 – NUMBER AT A3
Are employed on zero-hours contracts	1	2	3	ALLOW 1 – NUMBER AT A3

ASK FOR ALL ITERATIONS FOR WHICH B11/YES

B14 Over the last 12 months, has the number of staff who [INSERT TEXT], increased, stayed about the same or decreased?

	Increased	Stayed the same	Decreased	Don't know
Work fewer than 16 hours a week	1	2	3	4
Work between 16 and 30 hours a week	1	2	3	4
Are employed on zero-hours contracts	1	2	3	4

C Use of UJ and Jobcentre Plus for Recruitment

ASK ALL

C1 Has this establishment tried to recruit staff in the last 12 months?

ADD IF NECESSARY: It does not matter if you ended up recruiting internally or if you were not successful in recruiting.

Yes – recruited or tried to recruit in last 12 months	1	
No- have not attempted to recruit AT ALL in the last 12 months	2	GO TO C24
Don't know	3	

ASK IF HAVE RECRUITED OR TRIED TO RECRUIT IN LAST 12 MONTHS (C1=1)

C2 And how many vacancies have you successfully filled?

INTERVIEWER NOTE: **Probe for best estimate if unsure of exact number**

WRITE IN	
Don't know	1

ALL WHO HAVE RECRUITED OR TRIED TO RECRUIT IN LAST 12 MONTHS (C1=1)

C3 Has your workplace recruited or tried to recruit new staff in the last 12 months using...?

	YES	NO	DK
the Universal Jobmatch service. This is the DWP's free online job recruitment service which matches jobseekers' CVs and skills to jobs posted by employers online. It was introduced in November 2012.	1	2	3
Jobcentre Plus , either through Employer Direct Online or through your local Jobcentre plus office	1	2	3
Self service online recruitment sites other than Universal Jobmatch By this we mean recruitment websites where you place vacancies yourself, the matching of candidates takes place on an automated basis and you get in touch with candidates that you are interested in yourself. Examples are monster.co.uk and jobsite.co.uk	1	2	3

ASK ALL USED UJ C3_A=1

DWP Employer Engagement and Experience Survey 2013

C4 You said that you've used the Universal Jobmatch service. How did you first hear about this service?

DO NOT READ OUT. CODE ALL MENTIONED

From your local Jobcentre Plus office	1	
From gov.uk	2	
A recommendation from another employer	3	
Another source (WRITE IN)	4	
Don't know	5	

ASK ALL USED UJ C3_A=1 AND FILLED 1+ VACANCY (C2=>1)

C5 How many of the vacancies you have filled in the last 12 months have been through the Universal Jobmatch service?

INTERVIEWER NOTE: Probe for best estimate if unsure of exact number

WRITE IN (ALLOW 0 TO NUMBER GIVEN AT C2)	
Don't know	1

ASK ALL USED UJ C3_A=1

C6 Are there any particular types of vacancy at your workplace that you would NOT consider using Universal Jobmatch to recruit for?

DO NOT READ OUT. CODE AS MANY AS APPLY

Elementary occupations	1
Process, plant or machine operatives posts	2
Sales or customer service occupations	3
Personal service occupations	4
Skilled trades occupations	5
Administrative or secretarial occupations	6
Associate professional or technical occupations	7
Professional occupations	8
Managerial or senior official posts	9
Other roles [WRITE IN]	10
Would consider using it for any occupation	11

DWP Employer Engagement and Experience Survey 2013

ASK ALL WHO USED UJ (C3_A=1)

C7 I'd like to ask you about your experiences of using the Universal Jobmatch service (FOR SUBSEQUENT YEARS: over the last 12 months). For the following aspects, can you tell me how satisfied you were? Please give a rating out of 10 where one is extremely dissatisfied and ten is extremely satisfied.

READ OUT. CODE ONE ONLY

	Extremely dissatisfied					Extremely satisfied					DK
... the number of applicants that you have had access to	1	2	3	4	5	6	7	8	9	10	11
... the attitude of applicants that you have had access to	1	2	3	4	5	6	7	8	9	10	11
... the skills of applicants that you have had access to	1	2	3	4	5	6	7	8	9	10	11
...the process of automatically matching jobseekers to your vacancy	1	2	3	4	5	6	7	8	9	10	11
...the ease of use of the service	1	2	3	4	5	6	7	8	9	10	11

ASK ALL DISSATISFIED WITH NUMBER OF APPLICANTS (C7_A/1-4)

C8 You gave a relatively low rating for the number of applicants, is that because you would have preferred access to more or fewer candidates through Universal Jobmatch?

More	1
Fewer	2
Other (WRITE IN)	3
Don't know	4

DWP Employer Engagement and Experience Survey 2013

ASK ALL USED UJ (C3_A=1)

C9 When you *first used* the Universal Jobmatch service, did you have to contact anyone at Jobcentre Plus or the DWP for assistance?

C10 And have you had to contact anyone for help on any subsequent occasions?

DO NOT READ OUT. CODE ALL MENTIONED

	First occasion	Subsequent occasions
Yes - sought assistance	1	1
No	2	2
Only used the service once		3
Don't know	4	4

ASK ALL WHO USED UJ (C3_A=1)

C11 Overall, how satisfied were you with the service you received from Universal Jobmatch on the most recent occasion you placed a vacancy with them...? Please give a rating out of 10 where one is extremely dissatisfied and ten is extremely satisfied.

	Extremely dissatisfied					Extremely satisfied					DK
Overall satisfaction	1	2	3	4	5	6	7	8	9	10	11

ASK ALL WHO USED UJ (C3_A=1)

C12 In what way could the Universal Jobmatch service have been improved?

WRITE IN		
No improvements necessary	1	
Don't know/cannot think of any improvements	2	

ASK ALL WHO HAVE USED UJ (C3_A=1)

C13 How likely do you think you will be to use Universal Jobmatch in the future?

Very likely	1	
Fairly likely	2	
Neither likely nor unlikely	3	
Fairly unlikely	4	
Very unlikely	5	
Don't know	6	

ASK IF FAIRLY/VERY UNLIKELY (C13=4,5)

C14 Why do you say that?

DO NOT READ OUT. CODE ALL MENTIONED

Happy with existing recruitment channels	1	
Do not like using online services	2	
Have no internet access	3	
Other [WRITE IN]	4	
Don't know	5	

ASK ALL WHO HAVE USED JCP (C3_B=1) AND FILLED 1+ VACANCY (C2=>1)

C15 You mentioned earlier that you [IF C3_A=1 also] used Jobcentre Plus services for recruitment. By Jobcentre Plus services we mean Employer Direct online and also placing of vacancies with local Jobcentre Plus offices. How many vacancies did you successfully fill through Jobcentre Plus over the past 12 months?

INTERVIEWER NOTE: Probe for best estimate if unsure of exact number

WRITE IN (Allow 0) (ALLOW 0 TO NUMBER GIVEN AT C2)

ASK ALL WHO HAVE USED JCP IN LAST 12 MONTHS (C3_B=1)

C16 Overall how satisfied or dissatisfied have you been with the service provided by Jobcentre Plus when recruiting new staff over the last 12 months? Please give a rating out of ten, where one is extremely dissatisfied and ten is extremely satisfied.

READ OUT. CODE ONE ONLY

Extremely dissatisfied							Extremely satisfied				DK
1	2	3	4	5	6	7	8	9	10	11	

ASK ALL WHO HAVE USED JCP IN LAST 12 MONTHS (C3_B=1)

C17 In what way could Jobcentre Plus' service for placing vacancies have been improved?

WRITE IN		
No improvements necessary	1	
Don't know/cannot think of any improvements	2	

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ASK IF ONLY USED OTHER ONLINE SITE (C3_C=1) AND FILLED 1+ VACANCY (C2=>1)

C18 You mentioned earlier that you have used online self-service recruitment sites (IF C3_A=1: other than Universal Jobmatch)?. How many of the vacancies you have filled in the last 12 months have been through this channel?

ADD IF NECESSARY: Please answer for all sites used excluding Universal Jobmatch.

INTERVIEWER NOTE: Probe for best estimate if unsure of exact number

WRITE IN (Allow 0) (ALLOW 0 TO NUMBER GIVEN AT C2)

IF NOT USED UNIVERSAL JOBMATCH (C3_A≠1)

C19 Before I mentioned it, had you heard of Universal Jobmatch?

Yes	1	
No	2	
Don't know	3	

ASK IF USED OTHER ONLINE AND NOT UJ BUT WERE AWARE OF UJ (C3_C=1 AND C19=1)

C20 Why did you choose to place vacancies with other online self-service recruitment sites rather than Universal Jobmatch?

DO NOT READ OUT. CODE ALL MENTIONED

Does not have suitable candidates	1	
Happy with existing recruitment channels	2	
LIST TO BE DEVELOPED FOLLOWING PILOT	3	
Other [WRITE IN]	4	
Don't know	5	

ASK ALL WHO HAVE NOT USED UJ (C3_A≠1)

C21 How likely do you think you will be to use Universal Jobmatch in the future?

Very likely	1	
Fairly likely	2	
Neither likely nor unlikely	3	
Fairly unlikely	4	
Very unlikely	5	
Don't know	6	

ASK IF RECRUITED OR TRIED TO RECRUIT IN LAST 12 MONTHS (C1=1)

C22 There are some groups of people who are more likely to face challenges in finding work or maintaining a regular working rhythm. **ADD IF NECESSARY: Not all these people face challenges in all employment contexts but the Government wishes to monitor where the challenges lie.**

ASK ALL

I'm now going to read out some examples of these groups. If you do not know if any of your recruits fall into these groups, please just say so.

So, have you recruited anyone **AT THIS SITE** in the past 12 months who would fit any of the following descriptions?

CODE ALL THAT APPLY

	Yes	No	Don't know
Someone who was previously unemployed for 6 months or more before taking up a position at your company	1	2	3
Someone who is disabled or who has a long-term health condition	1	2	3
Someone who is a single parent	1	2	3
Someone who has a criminal record	1	2	3
Someone who has or has recently had a drug or alcohol addiction	1	2	3
Someone aged 18-24	1	2	3
Someone aged over 50	1	2	3

ASK C23 FOR EACH TYPE OF RECRUIT TAKEN ON (EACH C22=1). TO BE ASKED AFTER EACH C22 STATEMENT

C23 And did you receive any assistance from Jobcentre Plus or DWP in finding this recruit or ensuring that you met their needs?

Yes	1	
No	2	

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ASK C22 AND C23 IN A LOOP

ASK ALL

- C24** **Aside from any contact about specific vacancies that you have placed with them, has your local Jobcentre office Plus been in touch with your workplace in the last 12 months – either through personal contact or through a letter or leaflet? This might have been to explain the services they can offer.**

ALLOW MULTI-CODE FOR CODES 1 AND 2

yes – personal contact (including telephone)	1	
yes – letter or leaflet	2	
No	3	
Don't know	4	

ASK ALL

- C25** **And, as far as you know, in the last 12 months, have any local organisations working with Jobcentre Plus on any of their initiatives to address unemployment been in touch with your workplace? Again this could be through personal contact or a letter or leaflet. This could include organisations delivering the Work Programme or other initiatives?**

ALLOW MULTI-CODE FOR CODES 1 AND 2

yes – personal contact (including telephone)	1	
yes – letter or leaflet	2	
No	3	
Don't know	4	

D Experiences of Labour Market

ASK ALL

D1 Over the last 12 months, have you tried to...?

	Yes	No	Don't know
(IF RECRUITED C1=1) Find people prepared to take on short-term or casual work	1	2	3
(IF RECRUITED C1=1) Fill posts that would involve working fewer than 16 hours per week	1	2	3
(IF RECRUITED C1=1) Fill posts for 'longer' part time working involving 16 to 30 hours per week	1	2	3
(IF RECRUITED C1=1) Find people prepared to take on jobs on zero-hours contracts	1	2	3
Encourage existing staff to take on more hours as an alternative to external recruitment	1	2	3
Encourage existing staff to undertake training or develop new skills as an alternative to external recruitment	1	2	3

ASK IF USED ANY OF STRATEGIES AT D1 (ANY OF D1=1) ASK EACH ITERATION IN A LOOP WITH D1

D2 And, over the last 12 months, have you experienced any difficulties with this?

IF YES: Were they considerable or minor difficulties?

INTERVIEWER NOTE: We are referring to: [INSERT D2 ITERATION]

ASK FOR ALL USED (ALL D1=1)

	Considerable difficulties	Minor difficulties	No difficulties	Don't know
Finding people prepared to take on short-term or casual work	1	2	3	4
Filling posts that would involve working fewer than 16 hours per week	1	2	3	4
Filling posts for 'longer' part time working involving 16 to 30 hours per week	1	2	3	4

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Finding people prepared to take on jobs on zero-hours contracts	1	2	3	4
Finding existing staff prepared to take on more hours as an alternative to external recruitment	1	2	3	4
Finding existing staff to undertake training or develop new skills as an alternative to external recruitment	1	2	3	4
ASK IF RECRUITED OR TRIED TO RECRUIT IN LAST 12 MONTHS (C1=1)				

D3 Have you encountered any concerns from potential recruits about the impact accepting a position may have on benefit entitlements and tax credits? In the last 12 months, has this come up...?

Never	1
Once or twice	2
On several occasions	3
Frequently	4
Don't know	5

ASK IF ENCOUNTERED CONCERNS (D3=2,3,4)

D4 And when this came up, did you...?

READ OUT – CODE ONE ONLY

Have the knowledge internally to provide information or reassurance to the candidate(s)	1
Seek outside help on how to handle these queries and then pass this on to the candidate(s)	2
Not discuss the issue with the candidate(s) at all	3
Don't know	4

E Experience of DWP/Jobcentre Plus Recruitment Initiatives

ASK ALL

E1 In the past 12 months, have you through the DWP or Jobcentre Plus...?

ROTATE ORDER.	Yes	No	DK
Received a payment or subsidy for recruiting an 18-24 year old who had previously been unemployed DO NOT READ OUT:YOUTH CONTRACT	1	2	3
'Tested' how well an individual would fit into your workplace through a Work Trial DO NOT READ OUT:WORK TRIALS	1	2	3
Provided a period of work experience to an individual who was unemployed DO NOT READ OUT:WORK EXPERIENCE	1	2	3
Worked with DWP or JCP on designing pre-employment training for individuals who are unemployed but looking to enter work in your sector. These might have been called [IF ENGLAND OR SCOTLAND: sector based work academies; IF WALES: Routeways to Work]	1	2	3
Received a payment or subsidy for recruiting a young disabled person with complex support needs. DO NOT READ OUT:WORK CHOICE	1	2	3

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ASK E2 AND E4 IN A LOOP WITH E1 FOR EACH ITERATION.

ASK EACH ITERATION OF E2 IF E1 NOT 1.)

E2 And in the past 12 months have you discussed doing this with DWP or Jobcentre Plus or received any information about it? If you have not done so, were you aware before today that they can provide this service?

ASK FOR ALL NOT E1=1. ASK EACH ITERATION IN A LOOP WITH E1.

ADD IF NECESSARY: **I am referring to** [INSERT SERVICE]

	YES- Discussed/ received information	YES- Not discussed/ received information but aware of it	NO- Not aware	DK
A payment or subsidy for recruiting an 18-24 year old who had previously been unemployed DO NOT READ OUT: YOUTH CONTRACT	1	2	3	3
The opportunity to 'test' how well an individual would fit into your workplace through a Work Trial DO NOT READ OUT: WORK TRIALS	1	2	3	3
Providing a period of work experience to an individual who was unemployed DO NOT READ OUT: WORK EXPERIENCE	1	2	3	3
Working with JCP/DWP on designing pre-employment training for individuals who are unemployed but looking to enter work in your sector. These might have been called [IF ENGLAND OR SCOTLAND: sector based work academies; IF WALES: Routeways to Work]	1	2	3	3
A payment or subsidy for recruiting a young disabled person with complex support needs. DO NOT READ OUT: WORK CHOICE	1	2	3	3

THERE IS NO E3

ASK IN A LOOP WITH E1 AND E2. ASK EACH ITERATION OF E4 WHERE RELEVANT SERVICE CODED AT E3DUM (E3DUM/1-5)

E4 How did you get involved with or find out about it?...

ADD IF NECESSARY: I am referring to [INSERT EACH FROM E3DUM]?

READ OUT AND MULTICODE

DWP or Jobcentre Plus proactively contacted your workplace about it	1
A local organisation working with the unemployed proactively got in touch about it	2
Your workplace contacted the DWP or Jobcentre Plus about it	3
Other [WRITE IN]	4
Don't know	5

ASK IF INVOLVED WITH OR RECEIVED INFORMATION ABOUT MORE THAN ONE INITIATIVE (E3DUM CODED MORE THAN 1)

E5 Which of the following did you have contact with DWP or Jobcentre Plus about most recently?

SHOW ALL LISTED AT E3DUM

A payment or subsidy for recruiting an 18-24 year old who had previously been unemployed DO NOT READ OUT: YOUTH CONTRACT	1
The opportunity to 'test' how well an individual would fit into your workplace through a Work Trial DO NOT READ OUT: WORK TRIALS	2
Provided a period of work experience to an individual who was unemployed DO NOT READ OUT: WORK EXPERIENCE	3
The chance to feed into the design of pre-employment training for individuals who are unemployed but looking to enter work in your sector. These might have been called [IF ENGLAND OR SCOTLAND: sector based work academies; IF WALES: Routeways to Work]	4
A payment or subsidy for recruiting a young disabled person with complex support needs. DO NOT READ OUT: WORK CHOICE	5

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ASK ALL INVOLVED WITH INITIATIVES (E3DDUM/1-5)

E6 In terms of your involvement with the DWP in relation to [TEXT FROM E5 OR E3DUM IF E5 NOT ASKED], would you agree...?

ADD IF NECESSARY: If you discussed or received information about the service, but did not use it, please answer based on the experience you had.

	Agree strongly	Tend to agree	Neither agree nor disagree	Tend to disagree	Disagree strongly	Don't know
Your workplace's needs were met at the first time of asking	1	2	3	4	5	6
The service was responsive and efficient	1	2	3	4	5	6

ASK ALL INVOLVED WITH INITIATIVES (E3DDUM/1-5)

E7 And how satisfied are you with your involvement? Please use a scale of 1 to 10 where 1 is extremely dissatisfied and 10 is extremely satisfied. Please think only about when you used the service in the last year.

Extremely dissatisfied							Extremely satisfied				DK
1	2	3	4	5	6	7	8	9	10	11	

ASK ALL INVOLVED WITH INITIATIVES (E3DDUM/1-5)

E8 In what way could the offer have been improved to result in it better meeting your business's needs?

WRITE IN		
No improvements necessary	1	
Don't know/cannot think of any improvements	2	

ASK E9 AND E10 IN A LOOP FOR EACH ITERATION

ASK ALL

E9 In the past 12 months, have you through DWP or Jobcentre Plus received [INSERT]?

ROTATE ORDER.	Yes	No	Don't know
Help for employees that were at risk of redundancy to find alternative work DO NOT READ OUT:RAPID RESPONSE SERVICE	1	2	3

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Support or advice around recruiting workers from the European Economic Area countries DO NOT READ OUT:EUROPEAN EMPLOYMENT SERVICES	1	2	3
Financial support to meet the costs involved in adjusting your workplace to enable the participation of an employee with a disability or long-term health condition. This might have been through the Access to Work scheme.	1	2	3
Advice on how to retrain or upskill your existing employees	1	2	3
(IF FEWER THAN 50 STAFF A3=1 OR 2) Recruitment advice aimed particularly at small businesses delivered by the Small Business Recruitment Service?	1	2	3

ASK EACH ITERATION WHERE E9 NOT 1

E10 Were you aware before today that DWP or Jobcentre Plus can provide employers with this?...

Add if necessary: I am referring to [INSERT SERVICE]

	YES	NO	DK
Help for employees that were at risk of redundancy to find alternative work DO NOT READ OUT:RAPID RESPONSE SERVICE	1	2	3
Support or advice around recruiting workers from the European Economic Area countries DO NOT READ OUT:EUROPEAN EMPLOYMENT SERVICES	1	2	3
Financial support to meet the costs involved in adjusting your workplace to enable the participation of an employee with a disability or long-term health condition. This might have been through the Access to Work scheme.	1	2	3
Advice on how to retrain or upskill your existing employees	1	2	3
(IF FEWER THAN 50 STAFF A3=1 OR 2) Recruitment advice aimed particularly at small businesses delivered by the Small Business Recruitment Service?	1	2	3

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ASK IF INVOLVED WITH OR RECEIVED INFORMATION ABOUT MORE THAN ONE E9=1

E11 Which of the following did you have contact with DWP or Jobcentre Plus about most recently?

SHOW ALL E9=1

Help for employees that were at risk of redundancy to find alternative work DO NOT READ OUT:RAPID RESPONSE SERVICE	1
Support or advice around recruiting workers from the European Economic Area countries DO NOT READ OUT:EUROPEAN EMPLOYMENT SERVICES	2
Financial support to meet the costs involved in adjusting your workplace to enable the participation of an employee with a disability or long-term health condition. This might have been through the Access to Work scheme.	3
Advice on how to retrain or upskill your existing employees	4
Recruitment advice aimed particularly at small businesses delivered by the Small Business Recruitment Service	5

ASK ALL INVOLVED WITH INITIATIVES (ANY OF E9=1)

E12 In terms of your involvement with the DWP in relation to [TEXT FROM E11 OR E9 IF E11 NOT ASKED], to what extent would you agree...?

	Agree strongly	Tend to agree	Neither agree nor disagree	Tend to disagree	Disagree strongly	Don't know
Your workplace's needs were met at the first time of asking	1	2	3	4	5	6
The service was responsive and efficient	1	2	3	4	5	6

ASK ALL INVOLVED WITH INITIATIVES (ANY OF E9=1)

E13 And how satisfied are you with your involvement? Please use a scale of 1 to 10 where 1 is extremely dissatisfied and 10 is extremely satisfied. Please think only about when you used the service in the last year.

Extremely dissatisfied							Extremely satisfied				DK
1	2	3	4	5	6	7	8	9	10	11	

ASK ALL INVOLVED WITH INITIATIVES (ANY OF E9=1)

E14 In what way could the offer have been improved to result in it better meeting your business's needs?

WRITE IN		
No improvements necessary	1	
Don't know/cannot think of any improvements	2	

F DWP Assistance with Workforce Management

ASK ALL

F1 In the last 12 months, have you had any of your employees or any potential recruits approach you with requests for support around accommodating...?

CODE ALL THAT APPLY

ROTATE.			
Childcare	1		
caring responsibilities other than childcare	2		
Health or disability issues	3		
A desire to work flexibly or to different working patterns	4		
Debt problems	5		
Addiction problems	6		
Changing work patterns in the run up to retirement	7		
None of the above	8		

ASK F2-F3 FOR EACH ISSUE WHERE F1=1 – ASK IN A LOOP

F2 Did you seek advice or information either internally or externally in relation to this?

ALLOW MULTICODE FOR CODES 1 AND 2

Yes – internally (including other sites within the organisation)	1
Yes – externally	2
No	3
Don't know	4

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ASK IF SOUGHT ADVICE EXTERNALLY (F2=2)

F3 Did you get advice or information from?

READ OUT – CODE ALL THAT APPLY

DWP, Jobcentre Plus or the Pension, Disability and Carers Service	1
Gov.uk	2
Acas	3
Legal advisers	4
Financial advisers	5
Professional or advisory body (specify)	6
Other (specify)	7
Don't know	8

ASK ALL

F4 In the last 12 months, have you...?

CODE ALL THAT APPLY

	Yes	No	Don't know
Had an information request from DWP – that is, DWP sent you a form to fill in giving them information about a current or former employee IF NECESSARY: For example, asking about employment history, salary or pension details.	1	2	3

DUMMY VARIABLE, DO NOT ASK

WORKFORCE MANAGEMENT ISSUES RECEIVED ASSISTANCE FROM DWP OR GOV.UK

Childcare	1	F1A=1 and F3A/1 or 2
Caring responsibilities other than childcare	2	F1B=1 and F3B/1 or 2
Health or disability issues	3	F1C=1 and F3C/1 or 2
A desire to work flexibly or to different working patterns	4	F1D=1 and F3D/1 or 2
Debt problems	5	F1E=1 and F3E/1 or 2
Addiction problems	6	F1F=1 and F3F/1 or 2
Changing work patterns in the run up to retirement	7	F1G=1 and F3G/1 or 2
An information request from DWP	8	F4=1
None of these	9	NOT ANY OF ABOVE

ASK IF USED MORE THAN ONE WORKFORCE MANAGEMENT SERVICE (CODED MORE THAN ONE OF F4DUM/1-8). (NOTE FOR ROUTING PURPOSES, SINGLE RESPONSES AT F4DUM FORCED INTO F5 FOR SUBSEQUENT ROUTING)

F5 And was the contact that you had most recently from DWP or from gov.uk about...?

DP: ONLY SHOW THOSE MENTIONED AT F4DUM		
Childcare	1	
Caring responsibilities other than childcare	2	
Health or disability issues	3	
Flexible working/different working patterns	4	
Debt problems	5	
Addiction problems	6	
Changing working patterns in the run up to retirement	7	
An information request from the DWP e.g. asking you to provide information about a former employee	8	
Don't know	9	

ASK IF USED DWP WORKFORCE MANAGEMENT SERVICES (EXCEPT INFORMATION REQUESTS) F5/1-7

F6 In terms of the information or advice about [TEXT FROM F5 OR F4DUM IF F5 NOT ASKED], from DWP or gov.uk, to what extent would you agree...?

	Agree strongly	Tend to agree	Neither agree nor disagree	Tend to disagree	Disagree strongly	Don't know
Your workplace's needs were met at the first time of asking	1	2	3	4	5	6
The service was responsive and efficient	1	2	3	4	5	6

ASK IF USED DWP WORKFORCE MANAGEMENT SERVICES F5/1-8

F7 And how satisfied were you with the service provided in relation to [INSERT RESPONSE FROM F5 OR F4DUM IF F5 NOT ASKED]. Please use a scale of 1 to 10 where 1 is extremely dissatisfied and 10 is extremely satisfied. Please think only about when you used the service in the last year.

Extremely dissatisfied							Extremely satisfied				DK
1	2	3	4	5	6	7	8	9	10	11	

ASK IF USED DWP WORKFORCE MANAGEMENT SERVICES F5/1-8

F8 In what way could the support you received from DWP or gov.uk have been improved?

INTERVIEWER NOTE: **We are asking about [INSERT TEXT FROM F5 OR F4DUM IF F5 NOT ASKED]**

WRITE IN		
No improvements necessary	1	
Don't know/cannot think of any improvements	2	

G Diversity

ASK ALL

G1 I am going to read out some statements about having a diverse workforce, please tell me how much you agree or disagree with each of the following statements in relation to your workplace.

ADD IF NECESSARY: by diverse workforce we mean employing older workers, single parents, carers, those with health conditions, those from different ethnic or cultural backgrounds and also those that have been out of work for some time.

READ OUT – CODE ONE ONLY

ROTATE	Disagree strongly	Tend to disagree	Neither agree nor disagree	Tend to agree	Agree strongly	Don't know
There are clear benefits to my workplace in ensuring that the profile of the workforce reflects the diversity of its customers or clients	1	2	3	4	5	6
Employing people from these social groups or life circumstances can be more hassle than it's worth	1	2	3	4	5	6
It is difficult for my workplace to employ and accommodate individuals with a long standing physical or mental impairment, illness, or disability that need the workplace to be adapted to their needs	1	2	3	4	5	6
Employing people from these social groups or life circumstances is a substantial legal risk as it can open my workplace up to problems	1	2	3	4	5	6

H Experiences of Employer-Employee Relations

ASK ALL

H1 Over the last 12 months, have you experienced any of the following difficulties in managing your staff?

	Yes	No	Don't know
Difficulties with employees not being prepared to work to the resourcing patterns that best suit your business	1	2	3
Pressure from lower paid employees to increase salaries beyond what you feel the business can justify	1	2	3
Pressure from lower paid employees to increase their working hours beyond what you feel the business can accommodate	1	2	3
Pressure from lower paid employees to provide training or develop progression plans that go beyond what you feel staff are ready for or the business can accommodate	1	2	3

ASK H2 AND H3 IN A LOOP

H2 In the past 12 months have you provided or had requests to provide [ITERATION] for employees at your site?

H3 deleted

	Provided	Not provided but requested	Neither provided nor requested	DK
Information on further training	1	2	3	4
Information on household budgeting	1	2	3	4
An advance on pay	1	2	3	4
A short term loan	1	2	3	4
Help or information on childcare	1	2	3	4
Help or information on longer term financial planning or pensions	1	2	3	4
Help or information on healthcare	1	2	3	4
Information on trade union relations	1	2	3	4

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ASK ALL

H4 In the last 12 months have you experienced any instances of existing staff wanting to take on a second or supplementary job elsewhere, or potential recruits who are already employed elsewhere wanting to work for you as a second or supplementary job?

CODE 1 AND 2 MULTICODE. CODE 3 AND 4 EXCLUSIVE

Yes – among existing staff	1
Yes – among potential recruits	2
No	3
Don't know	4

I Overall Buy-In to Working with DWP

1.1 ASK ALL

I1 I'd now like to ask your opinion on the extent to which particular issues are matters for the Government to address compared to issues that are the responsibility of employers to address.

For each one, please tell me whether it is entirely the responsibility of Government, mainly for Government to tackle but with some role for employers, equal responsibility of the Government and employers, mainly for employers to tackle but with some role for the Government or entirely the responsibility of employers.

[ADD IF NECESSARY] We appreciate that for some of these issues the individual holds a degree of responsibility. However, for the purpose of this question please put this aside and consider only the role of the Government and employers.

	Entirely responsibility of government	Mainly for Government to tackle but with some role for employers	Equal responsibility of the Government and employers	Mainly for employers to tackle but with some role for the Government	Entirely the responsibility of employers	[DO NOT READ OUT:] Neither the responsibilities of government nor the employer	DK
Ensuring employment opportunities for groups who tend to face disadvantage (such as the disabled, long term unemployed.)	1	2	3	4	5	6	7

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Improving the transition into work for the young and unemployed by developing and delivering pre-employment training	1	2	3	4	5	6	7
Increasing individuals' financial independence through better pay and opportunities to progress in employment	1	2	3	4	5	6	7
Providing employees with information and support on practical issues, such as budgeting or childcare	1	2	3	4	5	6	7
Supporting people to remain in employment with complex needs, such as caring responsibilities	1	2	3	4	5	6	7
Ensuring employees earn enough to make ends meet	1	2	3	4	5	6	7

J Pensions and Pay

DP: CHECK QUOTAS FOR PENSIONS AND PAY SECTION TO ESTABLISH WHETHER TO ASK SECTION J. IF QUOTA TARGET REACHED, SKIP TO K1

ASK ALL WITH 50+ STAFF AT A3 (A3=4,5,6). IF DK/REFUSED AT A3RAN, TAKE SIZE FROM SAMPLE. OTHERS GO TO INTRO TEXT BEFORE J5

J1 We would like to turn now to ask about the way in which your company administers its payroll and the dealings which you have with the Government either in seeking information about your obligations as an employer or in providing statutory information to Government departments and agencies such as HMRC. First of all, would you say that...

READ OUT CODE ONE ONLY

These issues are dealt with at your site and you are the person or one of the people responsible	1	TO J5
These issues are dealt with at your site but you have no involvement in them	2	TO J2
[DISPLAY IF B1=2] These issues are dealt with at head office or at another site	3	TO J1a
You engage an outsource agency or service to deal with these kinds of issues	4	TO J1a

ASK IF NOT DIRECTLY RESPONSIBLE J1=3 OR 4

J1A We often find that some employers like you still have the occasional dealings with employees about pay and benefits. Can I just check that you are able to answer questions on these sorts of issues in relation to this site?

Yes	1	TO J5
No	2	TO J2a

ASK IF NO RESPONSIBILITY FOR PENSIONS/PAY J1=2

J2 Please could you let me have the name of the most senior person responsible for financial matters and/or payroll at this site to continue the interview? It will only take 5 minutes.

ADD IF NECESSARY: **They would still be able to refuse the survey if they did not wish to take part, and we will not use their name and details for any purpose other than this specific survey.**

Yes	1	RECORD SECOND NAME (FNAME), JOB TITLE (FJOB) and CONTACT NUMBER (FTEL) THEN GO TO J2b
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Refused – don't want to provide contact details	2	ASK J2b, J2c, RECORD RNAME, RJOB THEN THANK AND CLOSE
Refused - other	3	

ASK IF J1A=2

J2a Is there anyone else at the site who could answer questions on financial matters and/or payroll at this site to continue the interview? It will only take 5 minutes.

ADD IF NECESSARY: They would still be able to refuse the survey if they did not wish to take part, and we will not use their name and details for any purpose other than this specific survey.

Yes – record name	1	RECORD SECOND NAME (FNAME), JOB TITLE (FJOB) and CONTACT NUMBER (FTEL) THEN GO TO J2b
No – these issues are dealt with at head office or another site	2	ASK J2b, J2c, RECORD RNAME, RJOB THEN THANK AND CLOSE
No – use an outsource agency or service	3	
Refused – don't want to provide contact details	4	
Refused - other	5	

ASK IF (J1 NOT 1 AND J1A NOT 1) OR IF FINANCE SECTION NOT ASKED AS QUOTAS REACHED

J2b Thank you very much for your time. If we have any queries about any of your responses that arise during the analysis process, would it be OK to get back in touch with you about them?

Yes	1
No	2
Don't know	3

ASK IF (J1 NOT 1 AND J1A NOT 1) OR IF FINANCE SECTION NOT ASKED AS QUOTAS REACHED

J2c And would it be OK for the DWP or agencies that it is working with to get in touch if they are conducting any other related research?

Yes	1
No	2
Don't know	3

ASK IF (J1 NOT 1 AND J1A NOT 1) OR IF FINANCE SECTION NOT ASKED AS QUOTAS REACHED RECORD RESPONDENT NAME AND JOB TITLE

ASK TELEPHONIST WHEN RECRUITING FOR SECOND PART IN SEPARATE SURVEY (IF J2=1 OR 2 OR J2A=1 OR 4

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J3a Good morning/afternoon, my name is ... I am calling from IFF Research, an independent research company working on behalf of the Department for Work and Pensions (DWP). Please could I speak to [IF J2 OR J2A=1: INSERT NAME PROVIDED AT END OF PART 1 INTERVIEW/IF J2=2 OR J2A=4: the most senior person with responsibility for pensions and pay at your site. This could be the Finance Manager or Controller]?

ADD IF NECESSARY: We've already spoken to an HR contact [INSERT RNAME AND RJOB FROM FIRST PART OF SURVEY] at your workplace, we were just hoping to also ask a few questions of the most senior person at the site with responsibility for pensions and pay. It will only take 5 minutes.

ADD IF NECESSARY: We are conducting a short survey of employers to understand their views on the policies that the DWP is responsible for and the services that it provides. The survey is designed to help the DWP understand the assistance that employers need in recruitment and workforce management so that Government can meet the needs of employers better.

Yes – respondent speaking	1	CONTINUE TO J3
Yes – transfer to respondent	2	CONTINUE TO J3
Hard Appointment	3	MAKE APPOINTMENT
Soft Appointment	4	MAKE APPOINTMENT
Refusal - no finance/payroll function at this site	5	CLOSE
Refusal – use an outsource agency or service	6	
Refusal – Taken part in recent survey	7	
Refusal – Company policy	8	
Refusal – (Other – specify)	9	
Not available in deadline	10	
Engaged	11	
No reply/Answer phone	12	
Residential Number	13	
Dead line	14	
Company closed	15	

J3 WHEN SPEAKING TO SECONDARY FINANCE/PAYROLL RESPONDENT (IN SEPARATE JOB IF J3a=1 or 2) Good morning/afternoon, my name is ... I am calling from IFF Research, an independent research company working on behalf of the Department for Work and Pensions (DWP).

We are conducting a short survey of employers to understand their views on the policies that the DWP is responsible for and the services that it provides. The survey is designed to help the DWP understand the assistance that employers need in recruitment and workforce management so that Government can meet the needs of employers better.

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We've already spoken to an HR contact [INSERT RNAME AND RJOB FROM FIRST PART OF SURVEY] at your workplace, we were just hoping to also ask a few questions of the most senior person at the site with responsibility for pensions and pay.

It doesn't matter if you have had no dealings with the DWP, your input will still be very valuable to understanding your recruitment practices and awareness of the support available to you. The interview should take around 5 minutes.

Would you be able to help?

Yes – Continue	1	CONTINUE
No – not the right person	2	TRANSFER AND REINTRODUCE
Hard appointment	2	MAKE APPOINTMENT: OUTCOME 10
Soft appointment	3	MAKE APPOINTMENT: OUTCOME 11
Refusal – no finance/payroll function at this site	4	THANK AND CLOSE: OUTCOME 2
Refusal – use an outsource agency or service		
Refusal (Taken part in recent survey)	5	THANK AND CLOSE: OUTCOME 3
Refusal (Company Policy)	6	THANK AND CLOSE: OUTCOME 4
Refusal (Other – specify)	7	THANK AND CLOSE: OUTCOME 5
Not available in deadline	8	THANK AND CLOSE: OUTCOME 7

J4 deleted

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J5 [READ OUT TO ALL WITH FEWER THAN 50 STAFF AT A3 (A3=2 OR 3 OR IF A3RAN=DK/REF, TAKE SIZE FROM SAMPLE)]: **I'd now like to ask you a few questions about financial matters and payroll.** ASK ALL FINANCE/PAYROLL RESPONDENTS (J1=1 or J1a=1 OR J3=1)

In the past 12 months has this establishment ...

	YES	NO	DK
Sought information on how to provide a company pension to employees	1	2	3
Sought information on the introduction of automatic enrolment	1	2	3
Provided information on stakeholder pensions	1	2	3
Provided a Combined Pension Forecast for employees	1	2	3
Helped your employees secure National Insurance numbers	1	2	3
Paid Statutory Maternity Pay, Statutory Paternity Pay or Statutory Sick Pay	1	2	3
[IF NEW FINANCE/PAY RESPONDENT] Had an information request from the DWP to fill in a form with regard to the employment history, salary or pensions details of an employee, ex-employee or their partner	1	2	3

ASK IF J5=YES FOR STATEMENTS 1-6

ASK IMMEDIATELY AFTER EACH SERVICE AT J5

J6 **And did you do this with assistance from the DWP, from gov.uk or any of DWP's associated agencies?**

SHOW ONLY CODES WHERE J5=1

IF NECESSARY: **The agencies are the Jobcentre Plus and The Pension, Disability and Carers Service? If you read a leaflet or consulted the DWP's website please include this as 'assistance'.**

	YES	NO	DK
Sought information on how to provide a company pension to employees	1	2	3
Sought information on the introduction of automatic enrolment	1	2	3
Provided information on stakeholder pensions	1	2	3
Provided a Combined Pension Forecast for employees	1	2	3
Helped your employees secure National Insurance numbers	1	2	3
A Paid Statutory Maternity Pay, Statutory Paternity Pay or Statutory Sick Pay	1	2	3

DUMMY VARIABLE. CONTACT WITH DWP

Information on how to provide a company pension to employees	1	J5A=1 AND J6A=1
Information on the introduction of automatic enrolment	2	J5B=1 AND J6B=1
Information on stakeholder pensions	3	J5C=1 AND J6C=1
Combined Pension Forecast for employees	4	J5D=1 AND J6D=1
Helping your employees secure National Insurance numbers	5	J5E=1 AND J6E=1
Paying Statutory Maternity Pay, Statutory Paternity Pay or Statutory Sick Pay	6	J5F=1 AND J6F=1
Information request from DWP	7	J5G=1
No contact with DWP in last 12 months	8	NONE OF ABOVE

ASK IF MORE THAN ONE TYPE OF FINANCE CONTACT WITH DWP I.E. MORE THAN ONE OF CODES 1-7 AT J6DUM

J7 Thinking about the types of contact you've had with the DWP, gov.uk or DWP's associated agencies over the last 12 months, which of these did you contact them about most recently?

IF NECESSARY: The agencies are the Jobcentre Plus and the Pension, Disability and Carers service?

SHOW ALL CODED I7DUM/1-7

READ OUT. CODE ONE ONLY.

Information on how to provide a company pension to employees	1
information on the introduction of automatic enrolment	2
information on stakeholder pensions	3
Combined Pension Forecast for employees	4
Helping your employees secure National Insurance numbers	5
Paying Statutory Maternity Pay, Statutory Paternity Pay or Statutory Sick Pay	6
Information request	7

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ASK IF ANY PAY/PENSIONS CONTACT WITH DWP EXCEPT DWP INFORMATION REQUEST (ANY OF J6DUM/1-6)

J8 In terms of your involvement with the DWP, gov.uk or DWP's associated agencies in relation to [TEXT FROM J7 OR J6DUM IF J7 NOT ASKED], to what extent would you agree...?

ADD IF NECESSARY: The agencies are the Jobcentre Plus and The Pension, Disability and Carers Service?

	Agree strongly	Tend to agree	Neither agree nor disagree	Tend to disagree	Disagree strongly	Don't know
Your workplace's needs were met at the first time of asking	1	2	3	4	5	6
The service was responsive and efficient	1	2	3	4	5	6

ASK IF ANY PAY/PENSIONS CONTACT WITH DWP (ANY OF J6DUM/1-7)

J9 And on this occasion, how satisfied were you with the service you received from the DWP, gov.uk or DWP's associated agencies in relation to [INSERT TEXT FROM J7 OR J6DUM IF J7 NOT ASKED]?

Please use a scale of 1 to 10 where 1 is extremely dissatisfied and 10 is extremely satisfied.

ADD IF NECESSARY: The agencies are the Jobcentre Plus and The Pension, Disability and Carers Service?

Extremely dissatisfied										Extremely satisfied		DK
1	2	3	4	5	6	7	8	9	10	11		

ASK IF ANY PAY/PENSIONS CONTACT WITH DWP (ANY OF J6DUM/1-7)

J10 In what way could the service provided have been improved?

INTERVIEWER NOTE: We are asking about [INSERT TEXT FROM J7 OR J6DUM IF J7 NOT ASKED]

WRITE IN		
No improvements necessary	1	
Don't know/cannot think of any improvements	2	

ASK ALL FINANCE/PAYROLL RESPONDENTS

J11 Are you aware that as part of its programme of welfare reform, the Government will be introducing a new benefit called Universal Credit?

ADD IF NECESSARY: Universal Credit is a new single payment for people who are looking for work or on a low income. It brings together a range of working-age benefits into a single streamlined payment.

Yes	1
No	2
Don't know	3

ASK ALL FINANCE/PAYROLL RESPONDENTS

J12 As you may be aware, the Government's programme of reforms to workplace pensions will ultimately require all employers to automatically enrol their staff into a pension with both an employer and employee contribution. It is being rolled out gradually and has already started for the largest employers.

Do you automatically enrol your staff into a pension?

Yes	1
No	2
Don't know	3

ASK IF AUTOMATICALLY ENROLLING ALREADY (J12=1)

J12B Did you start automatically enrolling your staff onto a pension scheme as a response to a change in the legislation, or is this something you were doing previously?

Response to change in legislation	1
Doing it previously	2
Don't know	3

ASK ALL NOT IN AUTOMATIC ENROLMENT FOR SITES WITH 50+ EMPLOYEES ((J12=2 AND A3=3/4/5)

J13 And were you aware of automatic enrolment?

Yes	1
No	2
Don't know	3

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ASK ALL AWARE OF AUTOMATIC ENROLMENT (J12=1 OR J13=1)

J14 [IF J12A=1: Have you found that/ALL OTHERS: **Do you anticipate**] that the **introduction of automatic enrolment will....?** READ AND OUT CODE ONE ONLY

Greatly increase the administrative burden on staff at this site	1	
Slightly increase the burden	2	
Make no difference	3	
Slightly reduce the burden	4	
Greatly reduce the administrative burden	5	
Don't know	6	

ALL FINANCE/PAYROLL RESPONDENTS

J15 I'd now like to ask your opinion on the extent to which ensuring that employees make adequate savings for their retirement is a matter for the Government to address or whether it is a matter for employers to address.

Please tell me whether it is

[ADD IF NECESSARY] We appreciate that the individual holds a degree of responsibility. However, for the purpose of this question please put this aside and consider only the role of the Government and employers.

Entirely the responsibility of the government	1
Mainly for government to tackle but some role for employers	2
Equal responsibility of the Government and employers	3
Mainly for employers to tackle but with some role for the Government	4
Entirely the responsibility of employers	5
Don't Know	6
[DO NOT READ OUT:] Neither the responsibilities of government nor the employer	7

THANK AND CLOSE

ASK BOTH HR AND FINANCE CONTACTS AT END OF INTERVIEW

- K1 That is the end of my questions. Thank you very much for your time. If we have any queries about any of your responses that arise during the analysis process, would it be OK to get back in touch with you about them?**

Yes	1
No	2
Don't know	3

- K2 And would it be OK for the DWP or agencies that it is working with to get in touch if they are conducting any other related research?**

Yes	1
No	2
Don't know	3

RECORD RESPONDENT NAME AND JOB TITLE AND CHECK COMPANY NAME.

THANK RESPONDENT AND CLOSE INTERVIEW

I declare that this survey has been carried out under IFF instructions and within the rules of the MRS Code of Conduct.		
Interviewer signature:	Date:	
Finish time:	Interview Length	Mins

Name:	
RECORD DETAILS OF RESPONDENT WHO COMPLETED INTERVIEW	
Job title:	
Email address:	

- K3 Thank you very much for taking the time to speak to us today. Would you be willing for us to call you back regarding:**

This particular study – if we need to clarify any of the information	1	
Other research studies which may be relevant to you	2	
Neither of these	3	

DWP Employer Engagement and Experience Survey 2013

IF CONSENT TO RECONTACT

K4 could I just check, is [NUMBER] the best number to call you on?

Yes	1	
No - write in number	2	

ASK ALL

THANK RESPONDENT AND CLOSE INTERVIEW

Finally I would just like to confirm that this survey has been carried out under IFF instructions and within the rules of the MRS Code of Conduct. Thank you very much for your help today.