Universal Credit: In-Work Progression Randomised Controlled Trial

Findings from quantitative survey and qualitative research

September 2018

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Glossary of Terms

Drivers' hours: rules for drivers of goods vehicles or passenger-carrying vehicles on the number of hours they can drive for and the breaks that they need to take.

Extrinsic motivation: attitudes and behaviour towards work, driven by external rewards such as pay.

Flat structure: an organisation with little hierarchy or differentiation of role among low-skilled/low-wage positions.

Find a job (previously known as Universal Jobmatch): one of the largest jobsites in the UK; a free online service to post and fill jobs, with automated job matching for companies and jobseekers, provided by the Department for Work and Pensions (DWP).

Finely graded: an organisation with a clear hierarchy and differentiation of role among low-skilled/low-wage positions.

Horizontal progression: upskilling while remaining at a similar level to the current position. This could involve movement across the company to a new role and/or training and development in an existing position, but does not necessarily include higher pay.

Intrinsic motivation: attitudes and behaviour towards work, driven by internal rather than external rewards.

National Living Wage: a minimum wage which is being phased in between April 2016 and April 2020, with the aim of reaching 60% of median UK earnings by 2020. For employees over 25 years old, the wage began at £7.20 per hour in April 2016 and is projected to rise to at least £9 per hour by April 2020.

Vertical progression: movement up the company's ladder of pay and promotion. This is usually associated with more responsibility and a more senior position in line with a current role and tends to involve higher pay.

Work Coaches: front line Department for Work and Pensions staff based in Jobcentres. Their main role is to support benefit participants into work by challenging, motivating, providing personalised advice and using knowledge of local labour markets.

Work Trial: a way of trying out a potential employee before offering them a job. Once agreed with Jobcentre Plus, employers can offer a Work Trial if the job is for 16 hours or more a week and lasts at least 13 weeks. The Work Trial can last up to 30 days. Work Trial participants claim benefits rather than receiving a wage from the employer.

List of Abbreviations

DWP: Department for Work and Pensions

EA: Employer Adviser

IOSM: Integrity and Operational Support Manager

IWP: In-Work Progression

NLW: National Living Wage

NVQ: National Vocational Qualifications

RCT: Randomised Controlled Trial

SME: Small and Medium-sized enterprises

UC: Universal Credit

WSR: Work Search Review Meeting

Executive Summary

This report presents evaluation findings from qualitative and quantitative research undertaken as part of the Department for Work and Pensions' (DWP) In-Work Progression (IWP) Randomised Controlled Trial (RCT). The aim of the RCT was to test whether DWP could help Universal Credit (UC) claimants in work to increase their earnings through a combination of support and conditionality.[1]

The RCT assessed the effectiveness of offering differing levels of support and conditionality to claimants. The trial was the first time this had been attempted, and so will allow for significant reflective learning, and will guide DWP's Test and Learn approach to developing an effective in-work support offer.

Trial design and evaluation

DWP operated the trial between 2015 and 2018. Within the RCT there were three treatment groups: Frequent support participants had fortnightly Work Search Review (WSR) meetings; Moderate support participants had WSRs every eight weeks. These meetings were face-to-face by default. Minimal support participants received a telephone call eight weeks after starting the trial. For the Frequent and Moderate support groups actions agreed as part of the trial were mandatory, for the Minimal support group they were voluntary.

The trial evaluation comprised an impact evaluation carried out by DWP using Real Time Information on earnings from HMRC and DWP administrative data,[2] and two waves of quantitative and qualitative research, carried out by Ipsos MORI. This report presents the findings from the Ipsos MORI independent evaluation (with contributions from DWP in chapter two).

The quantitative research used a census approach and was conducted in two waves. All participants who started the trial between March and September 2016 were contacted to take part in the wave one survey three months after joining, and then again at 15 months. A total of 2,698 trial participants were surveyed at wave one and 1,206 at wave two. Findings presented in this report are based on participants who completed the survey at both waves.

At wave one, 60 qualitative interviews were also carried out with participants who had completed the survey, and 30 follow up interviews were conducted at wave two. Ipsos MORI also conducted qualitative research with 30 employers in low-paying sectors, to understand the employer perspective on progression and UC.

Impact of IWP trial on progression

At wave two, there was a decrease in the proportion of trial participants reporting that they were in work (from 88 per cent at wave one to 82 per cent at wave two).

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[1] To be eligible for the trial, participants had to be in work as an employee and in the Light Touch conditionality group – earning between the Administrative Earnings Threshold (AET) and Conditionality Earnings Threshold (CET).

[2] Findings from the Impact Assessment have been reported separately and can be found at https://www.gov.uk/government/publications/universal-credit-in-work-progression-randomised-controlled-trial

However, those who were in work reported an increase in both earnings and number of hours worked. Among participants overall:

- the average self-reported net earnings among those who worked in both waves increased from £154 per week to £190 per week (+£36).
- the average weekly hours increased from 21.4 to 25 (+3.6 hours).

These increases were observed across the three trial groups. Increases were similar in size, but a slightly larger increase in hours was observed among Frequent support participants compared to Moderate support participants. Otherwise, this research was not able to detect a statistically significant impact on self-reported earnings or hours when comparing the Frequent and Moderate support groups to the Minimal support group.[3]

Between wave one and two, the proportion of participants who had a permanent job increased from 65 per cent to 70 per cent. This increase was observed for participants receiving more intensive treatment only (Frequent and Moderate support). This seems to be an important step towards progression, as the employer qualitative research found that having a permanent contract determined the availability of future progression opportunities.

The evaluation also explored the link between sanctions and outcomes among Frequent and Moderate support participants by asking whether their UC payments had been stopped or reduced. Around one in five participants in both groups reported that this had been the case. When looking at changes in hours worked and earnings between wave one and wave two, there was no difference between participants who said their UC had been stopped or reduced and other participants.[4]

Impact of IWP trial on attitudes and behaviours

Attitudes to work and work-life balance remained similar over the two waves of the survey, and changes were consistent across the three groups. Overall, the analysis found no clear differences between the three groups in terms of their attitudes towards progression or how these attitudes changed over the course of the trial.

In terms of behaviours, there were some encouraging findings among Frequent support participants: this group was most likely to report positive outcomes resulting from actions they had undertaken to progress in work. They also reported fewer barriers to progression at wave two than at wave one.

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[3] The DWP Impact Assessment, which analysed earning outcomes of 30,709 trial participants, did detect a small, statistically significant, positive impact on earnings for the Frequent and Moderate support group compared with the Minimal support group. The difference in findings between the two reports is likely due to the Impact Assessment's larger sample size. The DWP Impact Assessment can be found here https://www.gov.uk/government/publications/universal-credit-in-work-progression-randomised-controlled-trial.

[4] DWP administrative data found a sanction rate of 2.4 per cent for trial participants, which was far lower than the proportion of participants who reported their UC payments had been stopped or reduced. The difference between the self-reported rate and the administrative data suggests that some claimants may have misinterpreted fluctuations in the amount of UC received as a sanction or were thinking about sanctions in previous claims. It is also possible that claimants may have had their benefit stopped temporarily, delayed, or reduced for a reason other than a sanction.

Among participants as a whole, the large majority (91 per cent) undertook a number of actions to progress in work, most commonly looking for a new job (in place of or alongside their existing job) and requesting additional hours. The number of actions taken was consistent across the groups, although there were differences in terms of specific actions. For example, at wave two, Frequent support participants were more likely (33 per cent) than other participants (24 per cent in the Moderate support group and 26 per cent in the Minimal support group) to have been on a training course to improve their qualifications or skills. Frequent support participants were also more likely than other participants to report that their actions had resulted in a new job (22 per cent compared to 16 per cent for the other two groups) or increased hours (45 per cent compared to 37 per cent in the Moderate support group and 33 per cent the in Minimal support group).

At both waves, participants cited the main barriers to progression as the lack of available full-time jobs, their own health issues and their lack of skills or qualifications. Frequent support participants reported fewer barriers at wave two than at wave one.

Impact of additional support on progression

Around a third of all participants reported that they received a referral to additional support during the trial, most commonly to a job-related training course or the National Careers Service. There were no differences between the groups.

Participants who had taken part in job-related training showed improved outcomes compared with other participants. Specifically, participants who had taken part in any job-related training, and particularly those who attended training provided by their employer, saw higher earnings growth on average than those that had not.[5] Participants who attended training that they found out about themselves also saw a statistically significant increase in hours compared to those that did not attend training. However, for many other types of additional support, this research did not detect a statistically significant impact on progression outcomes.

Experiences of the trial – evidence from qualitative research

The qualitative research[6] highlighted the importance of the interaction between an individual's personal motivation and their relationship with their Work Coach in determining progression outcomes. The extent to which the intervention was tailored to the participant's needs and personal barriers had a greater influence on progression than the frequency of meetings.

Participants with high personal motivation and few barriers were able to achieve an increase both in hours worked and overall earnings, regardless of the type of support they received.[7] Participants with greater personal or practical barriers were also able to overcome their barriers and increase their hours and/or earnings when they received a tailored intervention from a supportive Work Coach.

[5] This is not an experimental comparison, as it is based on participants' behaviour, rather than the groups to which they were randomly allocated. Therefore, it is not possible to say whether any observed differences can be attributed directly to the training.

[6] The qualitative research consisted of 60 interviews with trial participants at wave one and 30 follow up interviews at wave two.

[7] Data from the qualitative and quantitative strands of research were joined up at the individual level to give a holistic view of experiences and attitudes amongst participants.

Participants who had completed training or found a new job, but did not report an increase in earnings during the trial, had typically received support which helped to address skills barriers but not wider practical or personal barriers. This illustrates the importance of addressing personal as well as practical barriers to progression.

Participants with low motivation who reported that their WSRs had focused on actions they had taken to increase their hours but did not address their barriers to progression reported no change to their work status or became unemployed.

Employer perspectives on progression

Research with employers found that two key factors determined the availability of progression opportunities for low-wage, low-skilled workers. The first was an employer belief that low staff turnover was good for the business. Employers with this attitude supported progression for staff on permanent contracts, as this was seen as key to retaining them in the business. However, these opportunities were unlikely to be available to employees on temporary or zero-hours contracts or agency workers. As such, the move to a permanent role (whether full-time or part-time) could be key to unlocking opportunities for further progression.

The second factor was employee motivation. Greater opportunities for progression were available to staff who demonstrated that they were motivated and engaged with their work. Employers were less likely to offer employees with low motivation progression opportunities.

Progression opportunities offered varied by the size and structure of the organisation. Large organisations with a hierarchical structure or clearly differentiated job roles offered more opportunities for vertical progression. Small organisations or large organisations with flat structures offered horizontal progression, such as training. As with progression opportunities, access to training was determined by contract type. Employers wanted to ensure the cost of offering training would be a worthwhile investment, which led to a reluctance to provide the same level of training to temporary employees as permanent staff.

Employers saw DWP and Jobcentre Plus as natural sources of information on progression for employees. However, the employers interviewed for this study felt that a deeper engagement between DWP/Jobcentre Plus and employers was needed to support improved progression outcomes, including: greater dialogue between DWP/Jobcentre Plus offices and employers at a local and national level; improvements in the Jobcentre Plus core service through better targeted candidate selection and greater availability of apprenticeships and Work Trials; and for DWP/Jobcentre Plus offices to be seen by employers as an authoritative source of information on progression, training, staff engagement and retention.

Conclusions

This evaluation did not find evidence of a statistically significant impact on self-reported earnings among participants 15 months after they started the trial.[8] There is

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[8] The DWP Impact Assessment found that participants in the Frequent and Moderate support groups increased their earnings significantly more than those in the Minimal support group. This difference in findings is likely due to the Impact Assessment's larger sample size. The DWP Impact Assessment can be found here https://www.gov.uk/government/publications/universal-credit-in-work-progression-randomised-controlled-trial.

some evidence of a positive impact on behaviours for Frequent support participants, who received the most intensive support. This group undertook more actions to improve their chances of progression than participants in the other groups and reported fewer barriers to progression at wave two. This suggests that the support received by Frequent support participants may have contributed to their behaviour and supported positive intermediate outcomes. For example, in addition to undertaking more actions to aid progression, Frequent support participants were more likely than other participants to have been on a training course to improve their qualifications or skills.

More broadly, the survey found a positive link between taking part in job-related training and improved outcomes. A greater understanding of the content and delivery of this training – including of the benefits of employer-provided training compared with more generic forms of training – will enable DWP to offer more effective support to aid in-work progression.

In line with this, the qualitative research found that the extent to which the intervention was tailored to the needs of the participant was more important than the frequency of meetings. Participants who received an intervention which addressed their personal barriers were more likely to report having increased their hours or earnings while on the trial or having opened up opportunities to do so in the long term. It was important that practical and personal barriers to progression were addressed, as well as skills barriers.

The employer research found that opportunities for progression for low-skilled workers were more likely to be available in organisations which valued low staff turnover. These employers were more likely to offer progression in order to retain staff. However, these opportunities were limited to permanent employees, which suggests that securing a permanent contract is important for progression.

1　Background and methodology

1.1　About the trial

When Universal Credit (UC) is fully rolled out, around seven million households will be in receipt of the benefit. Around three million will be in work and about a million of these will move into in-work conditionality. This will be new territory for government and the Department for Work and Pensions' (DWP) employment services. For the first time, DWP will work with individuals to help them stay in employment and, where appropriate, support and encourage them to increase their earnings.

The In-Work Progression Randomised Controlled Trial (RCT) was introduced in ten Jobcentre Plus offices in April 2015 alongside UC as a way of testing an in-work service, hoping to offer assistance and support to those in work and on low incomes to increase their earnings. In December 2015, the trial began to roll-out to other Jobcentre Plus offices across the country[9] and soon became a national trial across both Live and Full Service sites (please see section 2.3.5). Recruitment onto the trial ended in March 2017, with the delivery of the interventions ending on 31 March 2018.

Trial participants were claimants in the Light Touch conditionality group, whose earnings were between the Administrative Earnings Threshold (AET) and Conditionality Earnings Threshold (CET). This group largely comprised former Jobseeker's Allowance and other legacy benefit claimants. For the purposes of the In-Work Progression trial, DWP are testing the effect an active labour market regime has on earnings for claimants who are in low-paid work or low-income households and the extent to which it:

- embeds the expectation that claimants take reasonable steps to increase their earnings in return for the support on offer;
- gives a clear understanding of what is required from claimants, regular engagement with a Work Coach and delivery of agreed actions in an individually tailored Claimant Commitment;
- coaches claimants to have conversations with their current employer, where possible, about opportunities for more, or better paid, work and where appropriate, look at wider opportunities for earnings progression;
- identifies barriers to progression, such as confidence and motivation, skills, or childcare, and directs them to support available;
- provides supportive but challenging conversations to help guide, steer and motivate claimants to realise their potential and not rely on benefits.

Undertaking research and evaluation of policies enables DWP to understand more about what works to continue to change and improve services. This is especially the case when evidence is limited, as with in-work progression. To ensure value for money before any policy is rolled out, it is prudent to test it to check feasibility of implementation, understand delivery issues, and above all else ensure that it helps those it is designed to.

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[9] With the exception of two areas.

In analytical terms, some methodological approaches are more robust in answering certain research questions than others. In terms of scientific rigor, it is recognised that Randomised Controlled Trials are the 'gold standard' of research methods and provide the most reliable evidence on the effectiveness of interventions.

The trial has been evaluated using a combination of externally-commissioned quantitative and qualitative research with participants, and in-house research with DWP staff, which this report covers. DWP has also undertaken an impact analysis of earnings data[10] and the two reports should be considered together to give a complete picture of trial outcomes. This report looks at the impact of the trial after 15 months, which may be too soon to detect long-term impacts and uses a much smaller sample size than DWP's Impact Assessment, which considers all claimants who entered the trial.

This was a first step in a programme of wider testing to understand 'what works' in terms of helping support the progression of those in low pay. DWP plans to build on this trial, and the Autumn Budget 2017 committed £8 million over four years from 2018-19 to further develop the evidence base.

1.2　Trial design and Theory of Change

The RCT was designed as a three-arm trial. This gave DWP the flexibility to test the main regime with in-work claimants and understand the impact that varied degrees of support and conditionality might bring. Having some variability across the trial groups enabled DWP to consider the optimal level of support needed to help those in work to increase their earnings and will inform the development of any future in-work service. Lack of evidence about the types of intervention which may assist individuals to increase their earnings also played an important role in the design of the trial which tests various scenarios, to develop the evidence base further.

The Critical Success Factors embedded into the trial design include promoting earning progressions for those in low-paid work; increasing the number of claimants who earn above the conditionality threshold; increasing and promoting financial independence and therefore reducing benefit reliance; achieving a reduction in government spend and understanding more about the role employers play in this.

Although the primary measure of impact is increase in earnings, DWP also considered interim/softer outcomes, such as whether this support influenced behaviour to encourage participants to look for alternative (better) work or increased their skills so they can compete for jobs in other sectors or move into jobs with better long-term prospects.

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[10] The DWP Impact Assessment can be found here https://www.gov.uk/government/publications/universal-credit-in-work-progression-randomised-controlled-trial.

Figure 1.1 Overview of trial design and evaluation

UC In-Work Progression (IWP) Trial Design and Evaluation

Claimant population identified as suitable for the trial: Light Touch conditionality (In low paid work and on UC)

Randomly assigned to a treatment group

Frequent Support Group
WC support and compliance checking through **fortnightly** Work Search Reviews (WSRs)

Moderate Support Group
WC support and compliance checking through **eight-weekly** WSRs.

Minimal Support Group
Receive two 'light touch' telephone interviews (one at trial entry, then again at eight weeks). These calls are mandatory, but any resulting actions are voluntary.

Testing whether increased work coach support and applying conditionality drives behaviours that lead to IWP

In parallel, a Theory of Change model was developed to detail the intended ways the trial would progress individuals.

The Theory of Change for the trial was based on the following key assumptions:

1. One-to-one support from a Work Coach, coupled with increased conditionality, may encourage individuals in the same way that it does for those out of work. Work Coaches would use their time with in-work claimants to have a 'quality' conversation, tailored around the needs of the individual and using local labour market intelligence and knowledge of the employer to consider a strategy for progression.

2. Encouraging individuals, where appropriate, to approach their respective employers and discuss training opportunities, career pathways, increasing hours or promotion opportunities would actively assist in their progression.

3. Employers would value a proactive approach on the part of their employees; and even if there were no opportunities for immediate progression, they would look favourably upon those individuals who appeared motivated and committed to expanding their current job roles or progressing within the organisation.

1.2.1   The compliance function

Much of the rigor of trials as a way of testing the effectiveness of a given intervention is attributed to the compliance processes built in to the implementation and delivery of an RCT. These look to minimise external factors influencing the results and the findings generated by RCTs are therefore thought to be closer to the true effect than findings generated by other research methods. RCTs also control for differences in characteristics between groups, aside from the difference in treatment.

The RCT design is predicated on the concept that delivery of a trial intervention replicates the design intent, as far as possible. The only way to be assured of this is through compliance monitoring.

Having a dedicated compliance function, to monitor and challenge non-compliance, is therefore crucial to delivering ongoing checks and balances and assisting sites in the delivery of the RCT in line with expectations to maintain integrity and ensure robust findings.

During the development phase of the RCT, Integrity and Operational Support Manager (IOSM) roles were created for the first time within DWP to provide this compliance function. They were vital in providing technical support and assistance as well as in resolving technical issues, reaffirming the importance of compliance and alerting the project team to issues that required greater strategic input. This included:

- interpreting DWP Management Information at a national level and using the data to identify trends or issues that need resolution;
- acting as an interface with offices to provide technical support during the trial and escalating and resolving system issues;
- undertaking monitoring and assurance visits to check compliance, including observing Work Coaches administering interventions and resolving ongoing issues;
- escalating issues to project and evaluation teams where needed so senior managers could intervene where non-compliance may have jeopardised the integrity of the trial;
- communicating essential lessons and insight from interaction with operational colleagues to support wider learning, build capability across UC and feed into other trials.

1.3   About the research

1.3.1   Aims of this research

This research comprises qualitative and quantitative work with trial participants and qualitative work with employers carried out by Ipsos MORI, and qualitative research with DWP staff members carried out by DWP.

The research with participants and employers sought to:

- identify whether participants in the Frequent and Moderate support groups experienced higher or more sustainable earnings versus the Minimal support group;
- assess whether and how the IWP service influenced participant attitudes, abilities and motivations to increase their earnings;
- understand to what extent participants in each treatment group felt equipped to increase their earnings, their resilience to address constraints, and what helped them;
- understand what support was actually delivered to participants and their satisfaction with this;
- examine which support and compliance regimes were most effective and for whom, and which elements were most well-received and why;
- improve understanding of employer attitudes towards the progression of their employees: what drives employers' decisions on hours and pay, and the enablers and constraints of increasing these;
- identify and understand the impact of any future IWP claimant support on employers to inform DWP services and communications.

1.3.2   The research design

Participant research

Quantitative research comprised a census survey of participants who started the trial between February and September 2016. Telephone survey interviews were conducted with 2,698 participants at wave one, and follow-up interviews were conducted with 1,206 participants at wave two.

Wave one interviewing took place three months after participants started the trial (between June and December 2016), and wave two took place 12 months later when participants had been on the trial for 15 months.

The analysis presented in this report focuses on the participants who took part in **both** waves, in order to measure change (Table 1). More details on the methodology are provided in Appendix 1.

Table 1: Number of respondents taking part in both wave one and two of the survey

Base

Frequent support
Participants receive fortnightly Work Search Reviews (WSR) over the 12 months.

405

Moderate support
Participants receive WSRs face-to-face, every 8 weeks over the 12 months.

375

Minimal support
Participants receive two 'light touch' telephone interviews – one at the beginning of the trial and the second 8 weeks later. Interviews are mandatory but actions resulting are voluntary .

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Qualitative interviews were carried out with 60 trial participants at wave one and 30 at wave two. Participants were purposively selected based on the responses they had given in the survey and other demographic variables. At wave one, participants from all three trial groups were included. At wave two, only participants in the Frequent and Moderate support groups were included in the qualitative sample. A full breakdown of quotas is provided in Appendix 1.

Employer research

Thirty in-depth qualitative telephone interviews were carried out with employers from a range of organisations in different sectors and geographical areas.

Employers from the social care, hospitality and retail industries were included due to the high proportions of low-wage and low-skilled staff employed in these sectors. Individual participants were selected based on their role in recruitment and management of staff. A full breakdown of quotas is provided in Appendix 1.

1.3.3   Interpreting the findings in this report

Throughout this report the term participants is used to describe those who took part in the trial.

Only statistically significant findings from the survey have been reported in the commentary (although charts and tables may include non-statistically significant differences).[11] The 'experimental' nature of the trial allows us to compare participants from the three groups and assume that any differences are the result of the different forms of intervention. The report also includes analysis based on participants' behaviour (e.g. their participation in training), however, this analysis is not based on experimental comparison, and it is therefore not possible to say whether any observed differences can be attributed directly to their behaviour.

Qualitative research is illustrative, detailed and exploratory. It offers insights into people's opinions, feelings and behaviours. All participant data presented should be treated as the opinions and views of the individuals interviewed. Quotations and case studies from the qualitative research have been included to provide rich, detailed accounts, as given by participants.

Qualitative research is not intended to provide quantifiable conclusions from a statistically representative sample. Furthermore, owing to the small sample size and the purposive nature with which it was drawn, qualitative findings cannot be considered to be representative of the views of all participants or employers. Instead the research explores the breadth of views and experiences, in order to develop a greater understanding of attitudes and decisions in regard to progression.

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[11] At the 95% confidence interval.

2   Trial Implementation and Delivery

This chapter was written by the Department for Work and Pensions (DWP)[12] and outlines the implementation and delivery of the In-Work Progression Randomised Controlled Trial (RCT). It also includes feedback from Jobcentre Plus staff at different levels of the organisation during the first 12 months of the trial. The chapter summarises the monitoring and compliance work undertaken as part of the trial. This work was conducted to ensure any delivery issues were quickly identified and to ensure that both the policy and evaluation teams could have confidence that the trial was delivered in line with design expectations.

2.1   Trial Implementation

Initially the trial was implemented in ten areas of the country,[13] which largely mirrored the roll out of Universal Credit (UC).

Staff in these areas were offered training and support through Learning and Development workshops, written guidance and hands-on support from the Integrity and Operational Support Managers (IOSMs) who were specifically put in place to provide assistance to the evaluation team in monitoring the trial and providing an operational compliance function.

2.2   Trial Delivery

The claimant's trial journey started when their circumstances took them above the Administrative Earnings Threshold (AET) but below the Conditionality Earnings Threshold (CET), which triggers in-work claimants being allocated to the Light Touch regime. The service centre is usually the first point of contact for claimants when their circumstances change, and this triggers action for Work Coaches within the claimant's local Jobcentre Plus to contact them directly to bring them onto the trial. Participants were randomly allocated to one of three groups, as outlined in section 1.2, each providing different degrees of support and conditionality.

After being allocated to a trial group, participants had an initial appointment at the Jobcentre Plus, where their Work Coach explained more about in-work progression (IWP) and how the trial may help them – including an explanation of the mandatory aspects of the trial, completing a Claimant Commitment as well as a short voluntary

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[12] Amanda Langdon is the author of this chapter

[13] The Jobcentres initially involved were Ashton, Bath, Hammersmith, Harrogate, Inverness, Oldham, Warrington, Wigan, Rugby, Shotton

baseline survey which gathered some basic metrics about the claimant's current attitude to progression and any barriers they may face.

Trial delivery was focused around two key components – *Work Coach support* and *increased conditionality.*

Work Coach support, delivered during Work Search Reviews (WSRs), intended to identify barriers to progression, such as motivation and confidence, and signpost claimants to appropriate help. The intention was for supportive and challenging conversations to guide individuals to realise their potential. It was intended that Work Coaches would encourage and coach claimants to have a positive conversation with their employer about future opportunities.

Increased conditionality sought to embed the expectation that claimants take reasonable steps to increase their earnings in return for the support on offer. By having regular meetings and agreeing tailored actions through a Claimant Commitment, both parties could be assured that appropriate steps were discussed and reviewed regularly.

Although face to face contact was the 'default mode' of contact for the Frequent and Moderate support groups, Work Coaches used telephone contact as an alternative where it was impractical for claimants to attend in person due to work commitments or personal circumstances.

2.3   Findings from staff research

After the first year of the trial, telephone interviews were undertaken with 26 staff, as well as three focus groups, and observations of 16 Work Coach-claimant support appointments. The findings in this section are based upon this research.

2.3.1   The Work Coach and Employer Adviser roles

Work Coaches in the trial were fundamental in supporting and encouraging individuals to think about progression – this ranged from increasing hours, to discussing promotion opportunities or looking at different sectors where progression may be more likely.

Some Work Coaches mentioned signposting people to opportunities, such as training. They also talked about discussing a claimant's circumstances and having honest conversations with claimants about their ambitions.

The Employer Advisers (EAs) summarised their roles as being *'the pivot between employers with vacancies and Work Coaches'.* This role is employer focused, rather than claimant focused like Work Coaches. EAs reported that IWP was only a small part of their workload and their main involvement was the promotion of IWP as part of raising awareness of the wider UC package.

2.3.2   Staff capability

It should be acknowledged that a wider cultural transformation is occurring within DWP as it moves away from legacy benefits and embraces Universal Credit. This has

implications for staff across the whole organisation, including Work Coaches. Some staff found it more challenging than others to adapt to those changes. Although Work Coaches generally reported a good understanding of the trial, some reported wanting more information on how to 'sell' IWP to claimants and how to construct conversations to help them increase earnings. There was an acknowledgement that excellent communication skills were needed to engage and persuade claimants to consider the benefits of progression.

When asked about the training that Work Coaches received, responses varied greatly – ranging from no or limited training to receipt of national training from the IWP project team or Learning and Development staff. Some received training as part of broader UC training through half or full-day sessions. Where it was included as part of wider UC training, it was described as limited. Where no formal training was given, Work Coaches acquired knowledge from other sources, such as talking to and observing colleagues, written guidance and email updates.

Work Coach confidence in delivery of the trial again varied. Some had no requirements for further support, felt confident about delivering the trial, and believed it was a natural expansion of their role in helping unemployed claimants find work. Others, however, struggled at the beginning of the trial but then got practical experience and extra help from the project team. Some observations noted that several Work Coaches were only providing the basic level of support (e.g. simply reviewing actions agreed in the Claimant Commitment), while others were using the time to have a more meaningful conversation about career aspirations with claimants.

2.3.3 Engagement with employers and their reactions to in-work progression

When staff were asked for their views on how employers responded to the in-work progression agenda, both Work Coaches and EAs reported that some employers still focused on legacy benefits and there was a misconception that working more than 16 hours each week would negatively impact an individual's benefit entitlement. While there was a growing awareness of UC, Work Coaches felt that some employers did not think UC affected them.

EAs raised the issue that some employers were reluctant to take on people who wanted a second job. These employers wanted maximum flexibility.

Some Work Coaches were trying to increase the confidence of claimants so they were able to have a direct discussion with their employer about progression opportunities. For other Work Coaches, a more mechanistic approach was undertaken with claimants, which did not include coaching them in readiness for employer conversations.

Work Coaches reported some examples where individuals had their hours increased or had productive conversations with their employers as part of the trial. Some employers were pleased to note the interest the individual showed – although some reported having limited ability to provide additional hours or opportunities because of their business model. Employer perspectives on IWP are discussed further in chapter ten.

2.3.4   Staff views on claimant support and impact

Staff demonstrated a lot of support for the policy aims which underpinned the trial. There were mixed views on the impact of the support offered. Some Work Coaches felt it was too early to assess whether support had made any difference, although others felt the increased conditionality had been a driving factor for some to progress.

There were many missed appointments reported by Work Coaches, for both face-to-face and telephone meetings. Changes to working hours was a commonly cited reason and prompted Work Coaches to want more flexibility over the frequency and duration of appointments. Many of the Work Coaches interviewed suggested that fortnightly appointments were perhaps '*too frequent*' for working people. Due to the relatively high proportion of WSRs, participants regularly failed to attend or rescheduled. They suggested that every eight weeks would be more appropriate. This was supported by the qualitative research with claimants, particularly those who worked shifts and found it challenging to commit to meetings booked before they knew their upcoming shift pattern.

Work Coaches reported '*most people are quite interested*' that they were selected to be part of the trial, while others reported it as '*an inconvenience because they think they're working even though it's part time*' and '*it's the (former) Tax Credit customers… who struggle with no conditionality attached to tax credits*'.

A number of barriers were described – including a cultural shift that needed to occur, with some claimants still fixated on legacy benefit rules and the expectation that gaining employment is the ultimate goal, rather than going on to increase their income through employment. Some Work Coaches felt that by 'pre-warning' claimants whilst they are unemployed or on Working Tax Credits, the IWP requirement would be less of a surprise.

Work Coaches felt that early appointments were sometimes dominated by financial problems, leaving less time to pursue the IWP agenda. Some also noted that there was a potential tension in pressing claimants to spend their time working more hours instead of using that time to pursue a career (via training or voluntary work), and they needed to be supported to pursue both.

The content of the WSRs varied. Some Work Coaches stressed the mandatory nature of WSRs and that claimants need to attend appointments. Others focused on financial independence, and congratulated individuals on getting a job but reinforcing the message that they were only 'part way there' in becoming self-sufficient, and stressing the benefits of this. Some also reported focusing on the health benefits of working.

Work Coaches reported helping with CVs, interview preparation and discussing career progression. Appointments involved activities such as reviewing Claimant Commitments, and discussing any changes in circumstances, feedback from employers, extra support needed, and long-term aspirations. Work Coaches reported being limited in the training opportunities they could offer, mainly due to work schedules of claimants.

Other support included referrals to the National Careers Service; budgeting and debt management support; issuing of foodbank vouchers where payments were delayed; referral to IT, Maths and English courses and provision of a flexible support fund to help with costs.

When asked whether they gave advice to claimants on speaking to their employers, some Work Coaches suggested it depended on the situation. For example, if the claimant had recently started a new job, they would not recommend asking for more hours. Others mentioned that they did not advise speaking to some national employers with set zero-hours or 16-hour contracts. This was supported by claimants who worked in organisations which had set 16 hour contracts who would be able to get over-time when available but would not be able to move to a permanent contract with a different number of hours. Employers also confirmed that part-time contracts were used for a number of reasons, discussed further in chapter ten, and that this approach was set at a national level.

Some Work Coaches said they challenged claimants to ask for more hours even though it was uncomfortable for some but it had resulted in more hours.

> *'I've got one lady that said in the evenings if anyone phones in sick… it'll take me ten minutes to get into work and I'll do it. And she's gone up massively in her hours because now instead of ringing the agency they just ring her.'*

Some Work Coaches reported no difference in support given to all three groups because *'it's the same conversation'* with all claimants. Others said the degree of support offered differed as expected, given the trial design.

2.3.5   The transition from Live Service to Full Service

Although the trial began as a Proof of Concept in ten Live Service sites, towards the end of the first year it began rolling out in Full Service sites.

The difference between Live and Full Service is that the latter provides an online UC account to manage the claim more effectively in the hope that individuals have more flexibility to report changes, message Work Coaches and get the support they need. The intention is that all Live Service claims will eventually move to Full Service for all claimants.

Feedback from Work Coaches highlighted that this paperless service had some positives, including the ability for claimants to contact Jobcentre Plus via an online journal (although some needed assistance with using this). It also gave claimants the ability to easily send a message if they were unable to keep appointments. The Work Coach could then reply and a new date could be set up. This was seen as helpful if claimants needed to make contact out of normal office hours, for example, if they had been asked to work early the next morning.

Another positive of using the journal is that it allowed a more continuous conversation with claimants. One Work Coach also mentioned that it helped them to identify literacy problems, which could then be addressed. This was reinforced by participants who felt that using the journal helped to build their IT skills, and that spontaneous contact with the Work Coach helped them maintain momentum by answering questions quickly.

Less positive feedback from staff suggested that they often got bogged down with queries regarding benefit payments on the journal. It was also thought that those lacking digital skills, particularly older claimants and those with long periods of unemployment, were less comfortable using these digital channels because of lack of recent experience with IT. Technical problems with the system sometimes delayed communications and staff had to employ clerical workarounds, which created extra work in those circumstances.

2.3.6 Sanctions

Some Work Coaches reported explaining to claimants from day one that coming to appointments and carrying out agreed mandatory actions was important and that there were penalties if claimants did not comply.

Work Coaches reported very few sanctions being given during the trial. Some said that they gave claimants a second chance to carry out an action. Others noted that the possibility of being sanctioned was a motivating factor for claimants.

Some Work Coaches highlighted the difficulty they had in checking agreed actions had been completed, such as claimants speaking to their employers about more hours. It was suggested that, as in-work conditionality was fairly new, a few Work Coaches did not feel confident sanctioning claimants. Others said they felt uncomfortable sanctioning individuals who were in work.

2.4 Summary

- Work Coaches were positive about the trial and supported the policy aims, suggesting a willingness to deliver against the objectives of the trial.
- Training received by Work Coaches to help them deliver the trial varied from written guidance, including email updates, and talking to and observing colleagues, to training delivered as part of broader UC training, through half or full-day sessions. There was also focused training from the IWP project team and Learning and Development staff.
- Correlating with the varying levels of training that Work Coaches had received, confidence in delivery of the IWP intervention also varied. More confident Work Coaches felt that IWP was a natural expansion of their role in helping unemployed people find work and had no requirement for further support. Less confident Work Coaches, who struggled to deliver the intervention at the beginning of the trial, found practical experience and help from the project team key to overcoming these challenges.
- Work Coaches felt that fortnightly meetings may be too frequent for working claimants and experienced a high volume of missed appointments due to changes in working hours. Work Coaches felt that the less intensive treatment regime better fitted the lifestyles of working claimants.

3   Delivery of the intervention

This chapter examines participants' perceptions of how the trial was delivered. It includes findings from the quantitative survey on the frequency of meetings with a Work Coach, as well as participants' experiences of sanctions. It is important to stress that the findings are based on participants' perceptions and recall of details, which may differ from the information recorded in administrative data.

3.1   Frequency of meetings

The intention of the trial was for the **Frequent support** group to receive **fortnightly**, face-to-face or telephone Work Search Review (WSR) compliance checks with Work Coaches over 12 months; **Moderate support** participants would receive face-to-face WSRs every **eight weeks** over 12 months; and **Minimal support** participants would receive **two light touch telephone interviews** with a Work Coach, one at the beginning of the trial and the second eight weeks later. The interviews with a Work Coach were mandatory for Minimal support participants but the actions arising from the discussions were voluntary.

The responses from participants in the different groups broadly reflect the different types of treatment, although a substantial proportion did not report the expected frequency of meetings. However, it is worth noting that survey responses will be affected by participants' ability to recall these details accurately.[14]

At wave one, around half of Frequent and Moderate support participants reported responses in line with the expected frequency: 54 per cent of Frequent support participants said they had a WSR every two weeks, while 46 per cent of Moderate support participants said that they had a WSR once every eight weeks. These proportions were lower at wave two, particularly among Moderate support participants, 26 per cent of whom said they had a WSR once every eight weeks (down 20 percentage points). Among the Frequent support group, 44 per cent said they had a WSR every two weeks (down ten percentage points).

There was no clear pattern for the Minimal support group. Just 20 per cent of participants at wave one, and 18 per cent at wave two, said that they had *'only ever had one or two discussions'* (the expected amount), while there was a spread of other answers (Figure 3.1).

There were no clear differences in the findings by gender or age.

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[14] This could also be due to trial participants being unable to attend booked appointments. Administrative data held by DWP shows that most claimants did receive the intended intensity of support, though some did not.

Figure 3.1 Frequency of meetings[15]
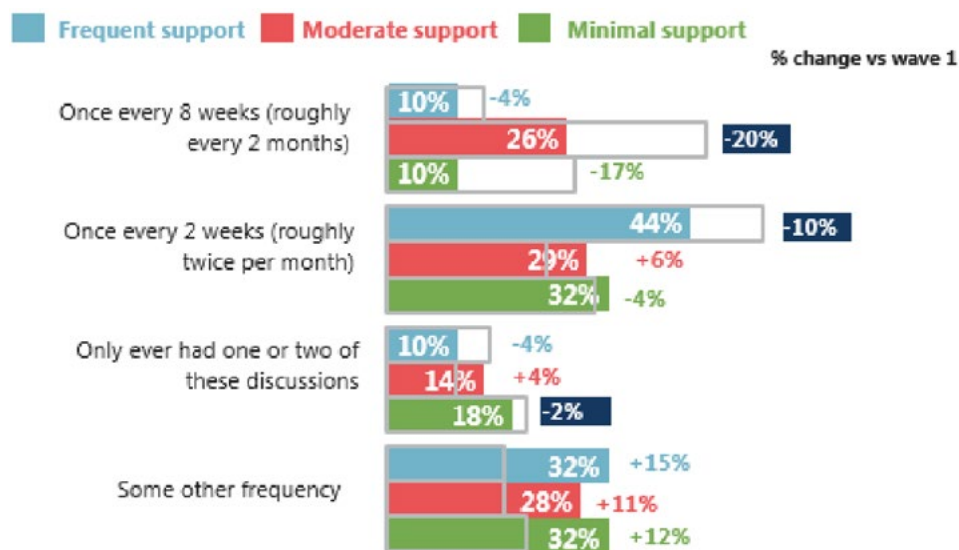
Base: All participants; Frequent support (405), Moderate support (375), Minimal support (426).
Shaded figures denote statistically significant group differences.

Source: Ipsos MORI

In all three groups, the majority of participants reported that their meetings were mainly held face-to-face. As expected, this was more common for Frequent and Moderate support participants than Minimal support participants (78 per cent, 76 per cent and 67 per cent respectively in the wave two survey).

The qualitative research found evidence of Work Coaches being flexible in their approach to accommodate the needs of working participants, for example, offering telephone instead of face-to-face meetings. There was also variety in the levels of support provided by the Work Coach during meetings, discussed in more detail in chapter eight.

When examining outcomes in relation to the *reported* frequency of WSRs, there is no evidence that increased frequency of WSRs leads to improved outcomes. When looking at changes in hours worked and earnings between wave one and wave two, there are no differences between those participants who attended fortnightly meetings and those who attended less frequently. Findings on these outcomes are examined in more detail in chapter four.

3.2   Sanctions

At wave two of the quantitative survey, trial participants who were allocated to the more intensive support and compliance regime (Frequent and Moderate support groups) were asked whether, while working, their Universal Credit (UC) had ever been stopped or reduced because they had not met the conditions of claiming UC. This question aimed to assess, in straightforward language, participants' experience of sanctions on the trial, although we recognise that changes in the level of UC payment may come about for reasons other than a sanction.

In total, 18 per cent of participants surveyed in the Frequent and Moderate support groups said that their UC had been stopped or reduced – ten per cent said this

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[15] In this chart and throughout, the empty bars show the change between wave 1 and wave 2.

happened once and eight per cent more than once. There were no significant differences between Frequent support and Moderate support participants (Figure 3.2).

Figure 3.2 Participants who reported that their UC has been stopped or reduced while working
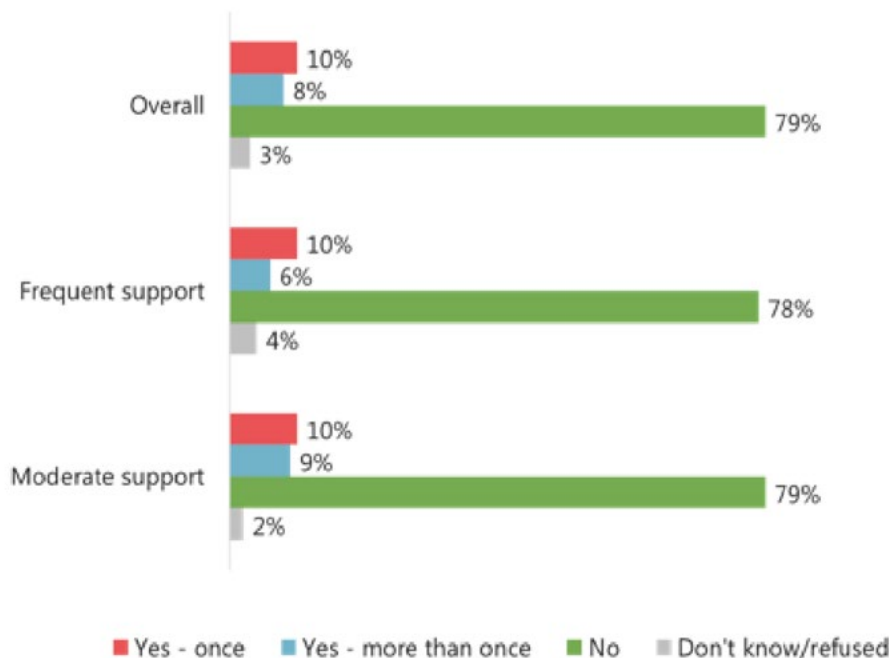
Base: All participants in the Frequent and Moderate support groups; Overall (780); Frequent support (405), Moderate support (375).

Source: Ipsos MORI

There is no evidence of different outcomes depending on reported experience of sanctions. When looking at reported changes in hours worked and earnings between wave one and wave two, there was no difference between participants who said their UC had been stopped or reduced and other participants.

As part of the analysis, administrative data on sanctions was compared with the answers given by survey respondents. The proportion of claimants recorded as sanctioned in the administrative data was two per cent, much lower than the proportion of claimants in the survey who said their benefit had been stopped or reduced.[16]

These findings suggest either that claimants thought they had been sanctioned when this was not the case; had misinterpreted fluctuations in the amount of UC received as a sanction; or were thinking about sanctions in previous claims. It is also possible that claimants may have had their benefit stopped temporarily, delayed, or reduced for a reason other than a sanction.

3.3   Summary

- At wave one, around half of Frequent and Moderate support participants said they had WSRs in line with the expected frequency: 54 per cent of Frequent support participants said they had a WSR every two weeks, and 46 per cent

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[16] The DWP Impact Assessment can be found here https://www.gov.uk/government/publications/universal-credit-in-work-progression-randomised-controlled-trial.

of Moderate support participants said they had a WSR every eight weeks. However, these proportions were considerably lower at wave two (44 per cent and 26 per cent respectively).

- There was no clear pattern in the reported frequency of meetings for the Minimal support group: just 20 per cent at wave one and 18 per cent at wave two said they *'only ever had one or two discussions'* (the expected amount).

- The survey showed no evidence of better or worse outcomes depending either on frequency of meetings or experience of UC being stopped or reduced.

4 Employment progression

This chapter examines participants' employment characteristics: their work and UC claim status, hours worked, weekly earnings and type of contract. In each case, the analysis compares self-reported employment and earnings data from wave one and wave two to assess evidence of progression over the course of the trial.

4.1 Proportion of participants in work and claiming UC

At wave two, more than half of all participants (56 per cent) were still receiving Universal Credit (UC), comprising 42 per cent who were in work and 14 per cent not in work. Where participants were no longer receiving UC, most were in work (40 per cent of all participants), while a small proportion (four per cent) were neither working nor claiming UC (Figure 4.1).

These findings were consistent across the three groups, except that those in the Minimal support group were more likely than those in the Frequent support group to be claiming UC and not working (17 per cent compared with 12 per cent). Findings from the qualitative research suggest that participants who had moved out of the Light Touch conditionality group but then become unemployed had delayed making a claim for UC in anticipation of finding work quickly.

Figure 4.1 Proportion of participants in work and claiming UC at wave two

Base: All participants; Overall (1,206), Frequent support (405), Moderate support (375), Minimal support (426).

Shaded figures denotes statistically significant group differences.
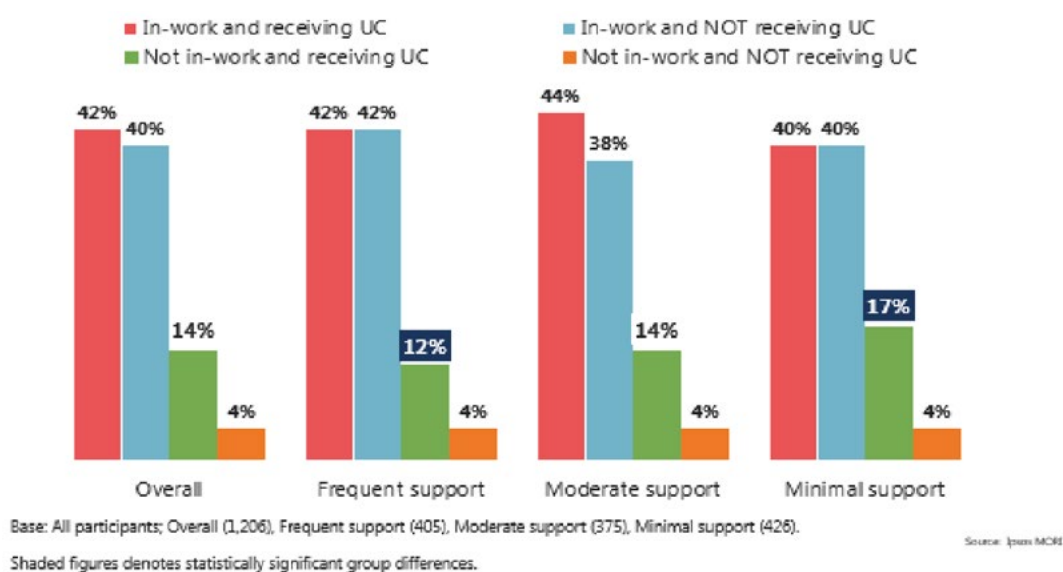
There were differences by gender and age. Although the proportions of men and women who were in work at wave two were very similar (80 per cent of men and 83 per cent of women), women were more likely than men to be claiming UC while

working (49 per cent compared with 33 per cent). These findings are not related to differing levels of pay: the weekly earnings reported by men and women were similar at both waves.

Younger participants were much less likely than older participants to be claiming UC at wave two. Just 31 per cent of those aged under 25 were claiming UC at wave two (including 22 per cent who were claiming UC while working), whereas this was higher among 25-44 year olds (58 per cent, including 44 per cent who were working while claiming UC) and higher still among those aged 45 or over (73 per cent, including 54 per cent who were working while claiming UC).

4.2   Proportion of participants in work

To be eligible for the trial, participants had to be in work as an employee at the start of the trial. By the time of the wave one interview (three months after entering the trial), 88 per cent of all participants were in work, and this proportion fell to 82 per cent at wave two (15 months after entering the trial).

The downward trend between wave one and wave two was consistent across the three groups (down six or seven percentage points in each group). Looking specifically at the wave two figures, there were no significant differences between the three groups in the proportions that were in work: 84 per cent for Frequent support, 82 per cent for Moderate support and 79 per cent for Minimal support (Figure 4.2).

Figure 4.2 Proportion of participants in work at wave one and wave two
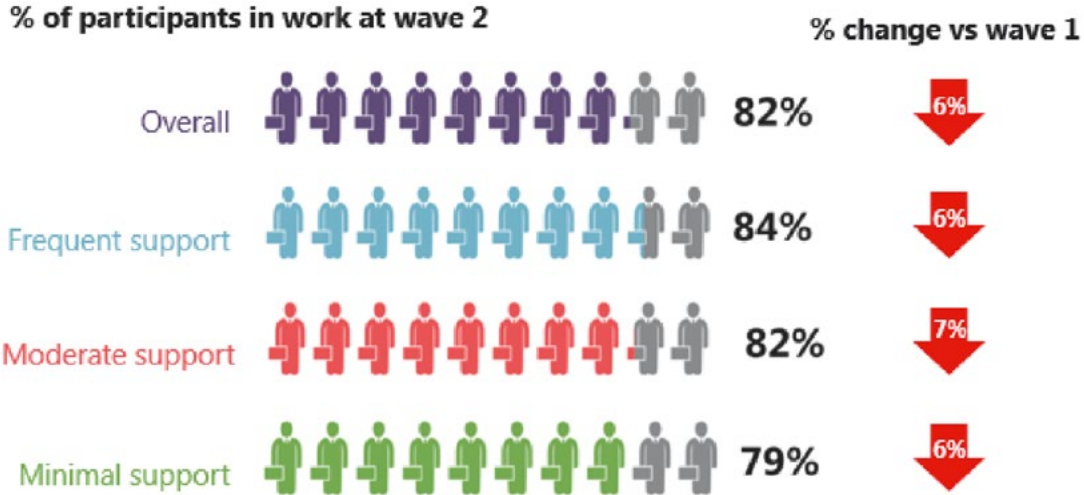
% of participants in work at wave 2 — % change vs wave 1

Overall 82% ↓6%
Frequent support 84% ↓6%
Moderate support 82% ↓7%
Minimal support 79% ↓6%

Base: All participants; Overall (1,206), Frequent support (405), Moderate support (375), Minimal support (426).

Source: Ipsos MORI

Participants aged 55 or over were less likely than other participants to be in work at wave two (70 per cent compared with at least 80 per cent in the younger age groups). There was no significant difference by gender.

As explored in section 4.5, the decline in the overall proportion of trial participants in work could be due to temporary or zero-hours contracts ending. The experiences of trial participants who become unemployed during the trial are discussed in chapter eight.

4.3   Changes to hours worked

Participants who were working at wave two had typically increased their hours between wave one and wave two (Figure 4.3).[17] Across the sample as a whole, the average number of hours worked was 23 at wave one, rising to 27 at wave two. There was a significant increase in all three groups, and the level of increase was significantly higher in the Frequent support group compared with the Moderate support group (+4.7 hours compared with +2.5 hours). However, there was no significant difference in the level of increase between the Frequent and Minimal support groups.

Figure 4.3 Hours worked at waves one and two

Mean and median number of hours worked at wave 2

Overall

change vs wave 1 (mean hours)

+3.6

Median hours at wave 2: 25

Frequent support   +4.7 hours

Median: 28

Moderate support   +2.5 hours

Median: 24

Minimal support   +3.7 hours

Median: 25

Base: Those in work at wave two and who gave a valid answer at both waves for number of hours worked; Overall (877), Frequent support (305), Moderate support (264), Minimal support (308).

Source: Ipsos MORI
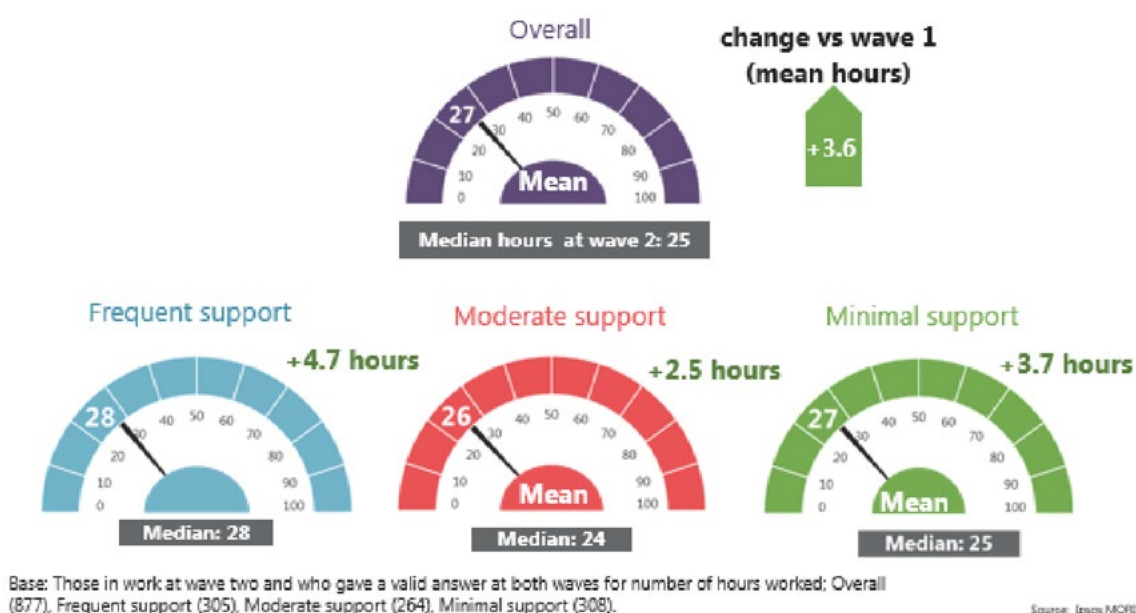
Overall, just over half of participants (53 per cent) increased their hours between wave one and wave two, and this was higher among Frequent support (59 per cent) than Moderate support participants (44 per cent). There were no differences between participants receiving Moderate support or Minimal support (55 per cent).

Looking in more detail at the number of hours worked among participants as a whole, there was a reduction in the proportion of participants who were working between 11 and 20 hours per week (47 per cent at wave one, 33 per cent at wave two) and an increase in the proportion working more than 35 hours per week (14 per cent at wave one, 27 per cent at wave two).

There were no differences by gender and age in terms of the relative increase in hours between wave one and wave two.

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[17] For all of the analysis in this chapter, at wave one all respondents were asked about either their current job (if they were still working at the time of the interview) or their most recent job (if they were no longer working). At wave two, respondents who were working were asked about the job that they were doing at that time. For this specific question, the base for analysis is those in work at wave two and who gave a valid answer at both waves for number of hours worked. Analysis is restricted to respondents who gave an actual number of hours (at A3, A16 and A23) and excludes those who could only give a banded figure (at A3a, A17a, A23a).

4.4 Reported changes to earnings

Those working at wave two reported higher average weekly earnings at wave two than at wave one (Figure 4.4).[18] Across the sample as a whole, the average reported earnings were £190 per week at wave two, compared with £154 per week at wave one. Reported earnings increased significantly for all three groups, but there were no significant differences between the groups in terms of the relative level of change.

Figure 4.4 Weekly earnings at waves one and two
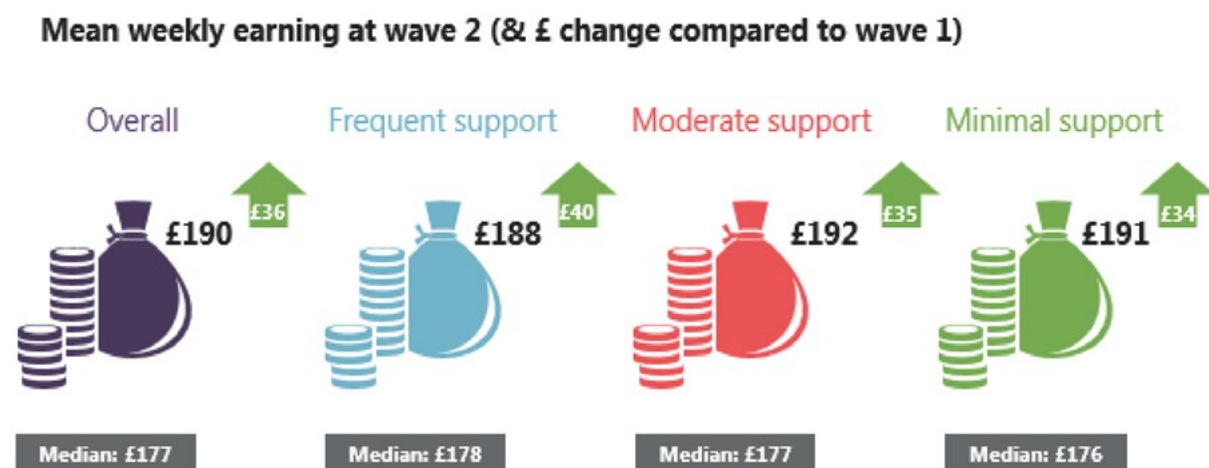
Mean weekly earning at wave 2 (& £ change compared to wave 1)

Overall	Frequent support	Moderate support	Minimal support
£190 ↑£36	£188 ↑£40	£192 ↑£35	£191 ↑£34
Median: £177	Median: £178	Median: £177	Median: £176

Base: Those in work at wave two and who gave a valid answer at both waves for earnings; Overall (920), Frequent support (310), Moderate support (294), Minimal support (316)

Source: Ipsos MORI

Participants aged 35-44 saw a greater increase in their earnings between wave one and wave two, compared with other participants (mean increase of £51 per week, compared with £36 among all participants). There were no differences by gender.

As well as looking at the reported value of earnings, the analysis also examined the proportion of participants whose earnings went up or down between wave one and wave two (Figure 4.5). Among participants overall, around two-thirds (65 per cent) said that their earnings had increased, while around one-third said that their earnings had decreased (32 per cent). This pattern applied to all three groups, with no significant differences between them.

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[18] Earnings data throughout this report uses self-reported data from the quantitative survey. Findings from the analysis of HMRC administrative earnings data for all trial participants can be found in DWP's Impact Assessment.

Figure 4.5 Change in reported weekly earnings from wave one to wave two

% participants whose income had increased or decreased from wave 1 to 2
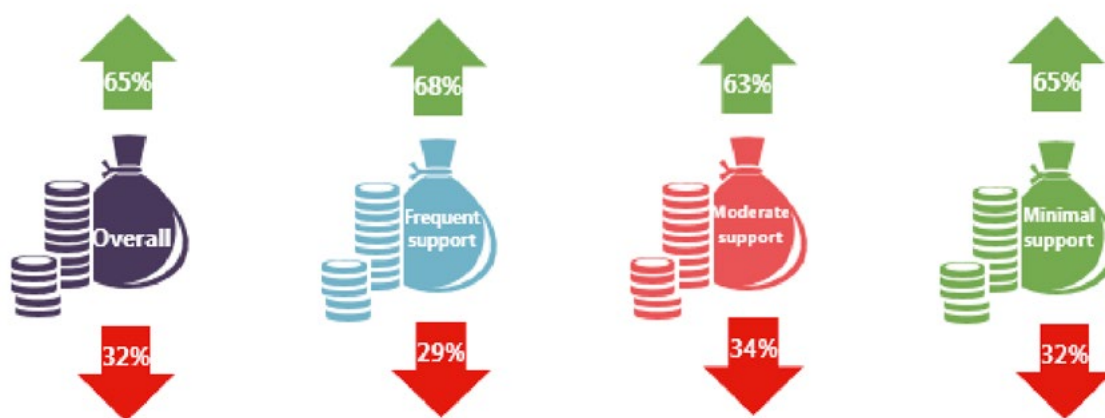
Base: Those in work at wave two and who gave a valid answer at both waves for earnings;
Overall (920), Frequent support (310), Moderate support (292), Minimal support (316)

Source: Ipsos MORI

Women were more likely than men to report their earnings going down
(35 per cent compared with 28 per cent), while those aged 25-44 were most likely
to see an increase in their earnings (69 per cent compared with 65 per cent of
participants overall).

4.5   Changes to contract type

**Participants who were in work at wave two were more likely to be in a
permanent job at wave two than wave one.** Across the sample as a whole, at wave
one, 65 per cent of participants were in a permanent job, rising to 70 per cent at wave
two. At wave two, in addition to the 70 per cent of participants who were working
in permanent jobs, 16 per cent had a temporary contract (down from 20 per cent
at wave one), 14 per cent had a zero-hours contract (15 per cent at wave one) and
one per cent had some other type of contract (also one per cent at wave one).

Both Frequent and Moderate support groups showed a significant increase in
permanent jobs from wave one to wave two (increasing by six and five percentage
points respectively), whereas there was no significant change among Minimal support
participants (Figure 4.6).

Figure 4.6 Permanent jobs at wave one and wave two

% participants in permanent jobs (main job) at wave 2

		% change vs wave 1
Overall	70%	5%
Frequent support	67%	6%
Moderate support	70%	5%
Minimal support	72% *	
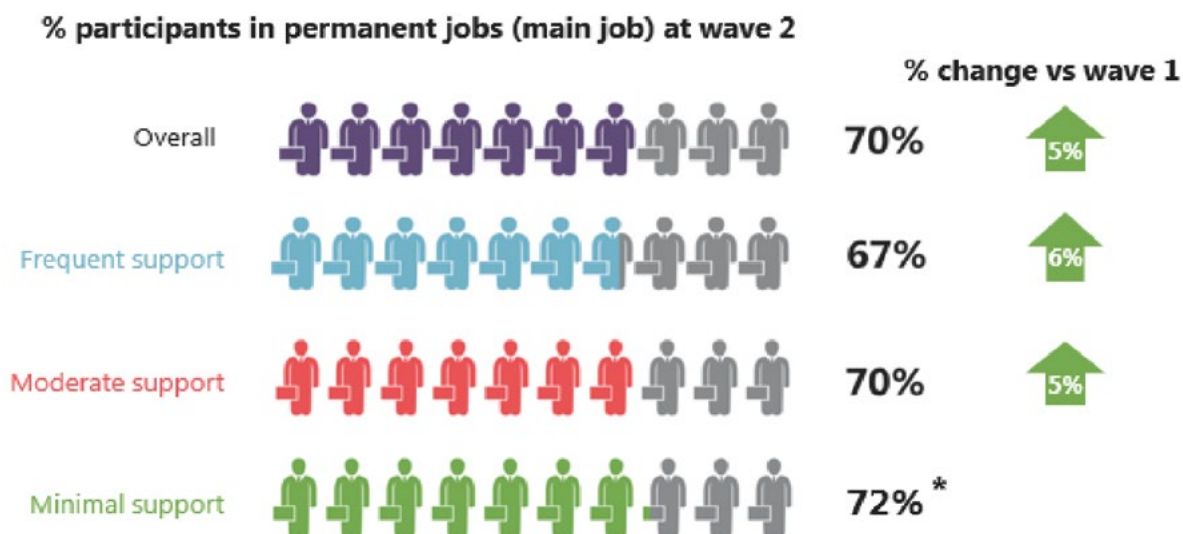
Base: Those in work at wave two and who gave a valid answer at both waves for type of contract: Overall (935), Frequent support (319), Moderate support (293), Minimal support (323). *= no statistically significant change between wave 1 and 2.

Source: Ipsos MORI

The increase in permanent jobs was highest for 25-34 year olds (increase of eight percentage points between wave one and wave two). This was significantly higher than for 35-44 year olds (increase of just one percentage point). There was no difference in the change between men and women. The increase in permanent jobs is important to progression, as the employer qualitative research found that securing a permanent contract was the first step towards opening up further progression opportunities within an organisation. This is discussed further in chapter ten.

4.6　Summary

- At wave one, 88 per cent of participants were in work and this decreased to 82 per cent at wave two. This change was consistent across the three groups.

- At wave two, more than half of participants were still claiming UC (56 per cent), including 42 per cent who were working while claiming UC. Frequent support participants were less likely than Minimal support participants to be claiming UC and not working (12 per cent compared with 17 per cent).

- Among those in work, there was an increase in the average number of hours worked per week, from 23 at wave one to 27 at wave two. This increase applied to participants in all three groups, although the increase was greater for Frequent than Moderate support participants (although there was no difference from Minimal support).

- Average reported weekly earnings increased from £154 at wave one to £190 at wave two. The increase was consistent across all three groups, with no differences between them.

- Participants were more likely to be in a permanent job at wave two than at wave one (70 per cent compared with 65 per cent).

- The findings in this chapter indicate some specific differences between Frequent support participants and those in other groups. Specifically, Frequent support participants were less likely to be claiming UC and not working

(compared with Minimal support participants) and were more likely to have increased their working hours (compared with Moderate support participants). Overall, however, the findings show no clear indication of greater progression for Frequent or Moderate support participants compared with Minimal support participants.

5   Soft outcomes: attitudes

This chapter examines survey responses regarding participants' attitudes towards work. It starts by considering their views on their relationship with their employer and how this affects their prospects for progression, and then focuses on their overall attitudes towards progression at work – both now and in the next three years. The chapter then examines participants' attitudes towards work in general and their sense of wellbeing.

5.1   Attitudes towards progression and employers

The analysis found no clear differences between the three groups in terms of participants' attitudes towards progression or how these attitudes changed over the course of the trial. There was also no evidence that attitudes towards work or progression had an impact on reported earnings or hours worked.

Across the sample as a whole, around four in five (82 per cent) agreed that they felt **'confident talking to their employer about increasing their hours'**, and this proportion remained similar at wave two (78 per cent). Responses were similar across the three groups and there were no differences between the groups in terms of the level of change between wave one and wave two (Figure 5.1).

Participants were slightly less **'confident talking to their employer about increasing their earnings'** than about their hours. At wave one, 70 per cent of all participants agreed that they felt confident talking about earnings and this proportion remained similar at wave two (67 per cent). Once again, findings were consistent across the three groups, with no differences between the groups in terms of the level of change between wave one and wave two.

The majority of participants also agreed that **'if my employer did not want to increase my pay, I would be able to respond with good reasons why they should'** (57 per cent at wave one, 60 per cent at wave two). The proportion that agreed with this statement increased among the Moderate support group (+10 percentage points), whereas amongst both the Frequent and Minimal support groups, the level of agreement remained constant.

Around half of participants (54 per cent at wave one, 52 per cent at wave two) agreed that their **'employer offered opportunities to progress in their job'**. For Minimal support participants, agreement increased from wave one to wave two (up four percentage points), and this was a more positive change in comparison with both Frequent support and Moderate support participants (both of whom saw a decrease in agreement of six percentage points).

Figure 5.1 Attitudes towards progression and employers at wave one and wave two
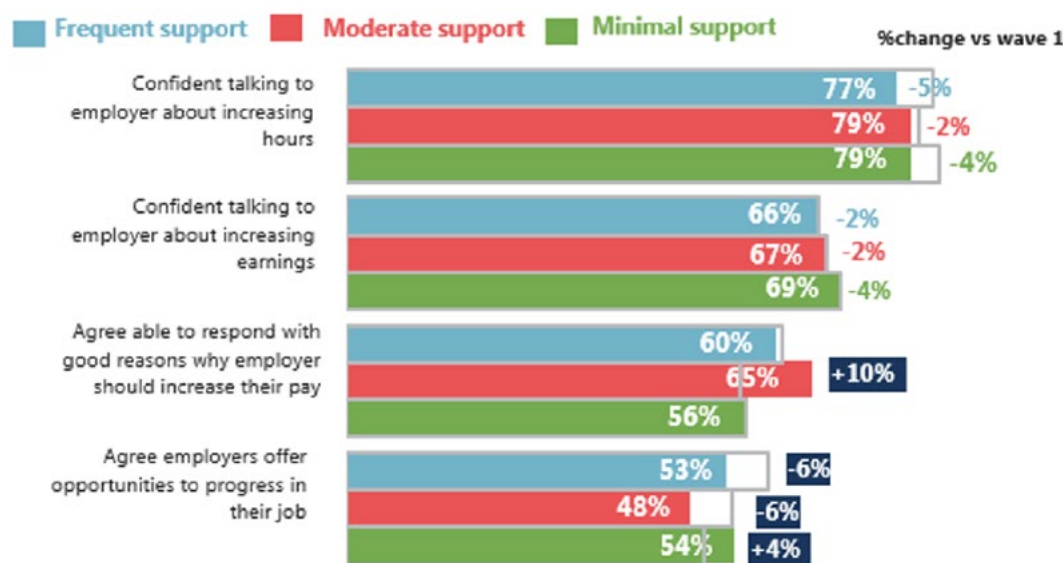
Base: All participants; Frequent support (405), Moderate support (375), Minimal support (426).
Shaded figures denote statistically significant group differences.

Source: Ipsos MORI

Looking at variations by gender and age, younger participants (aged under 25) were typically more positive about progression, and became more positive between wave one and wave two, relative to older participants. For example, at wave two 61 per cent of those aged under 25 agreed that their employer offered them opportunities to progress in their job, an increase of five percentage points. By contrast, 50 per cent of 25-44 year olds and 47 per cent of those aged 45 or over agreed with the statement, in both cases a decrease of five percentage points from wave one.

There was no evidence of improved outcomes depending on participants' attitudes towards progression or their employer. When looking at changes in hours worked and reported earnings between wave one and wave two, there was no clear pattern when comparing participants who agreed with the various statements and those who did not agree. Similarly, there was no evidence of improved outcomes depending on the other attitudes examined in this chapter (overall attitudes towards progression and general attitudes towards work), which are discussed in the next section.

5.2   Overall attitudes towards progression

Participants were asked how important it was to them to progress in work by increasing their earnings – both now and in the next three years. The general trend was for participants to see progression as less important at wave two than at wave one.

The overall proportion of participants who said it was **very important to progress in work now** decreased from 56 per cent at wave one to 44 per cent at wave two. There were significant decreases for the Frequent support and Moderate support groups (down by 17 and 15 percentage points respectively) but not for the Minimal support group. When comparing the change across the three groups, the level of decrease

for the Frequent and Moderate support groups was significantly greater than for the Minimal support group.

The importance of progression 'in the next three years' also showed a downward trend. Overall, the proportion of participants who said it was very important decreased from 71 per cent at wave one to 62 per cent at wave two. This decrease was observed for all three groups (Figure 5.2). When comparing the change across the three groups, there were no significant differences between any of the groups.

Figure 5.2 Overall attitudes towards progression at wave one and wave two
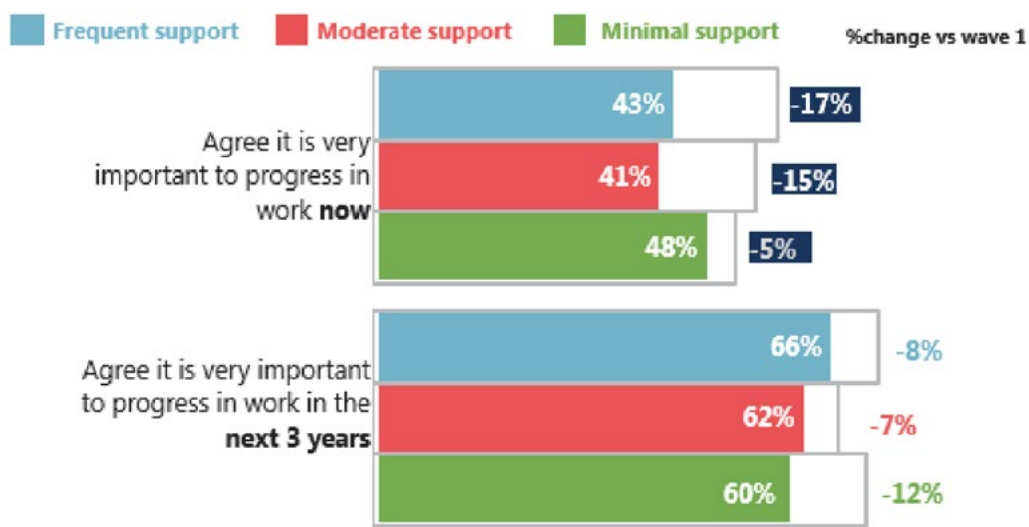
Base: All participants; Frequent support (405), Moderate support (375), Minimal support (426).
Shaded figures denote statistically significant group differences.

Source: Ipsos MORI

There were no differences by gender and age when looking at changes in the perceived importance of progressing in work now. However, there was a difference by gender in perceptions of progressing in work in the next three years. The proportion of women who said it was very important decreased from 73 per cent at wave one to 61 per cent at wave two, a greater decrease than for men (69 per cent to 64 per cent).

The qualitative research found that the way participants defined progression was highly personal and included working extra hours, taking on more responsibility regardless of the impact on pay, moving off Universal Credit and progressing through an organisation to take on a more senior role. Attitudes towards the importance of progression may also have been influenced by optimism about ability to progress. Participants with more barriers tended to be more pessimistic about their ability to progress. Believing that progression was less attainable may have led participants to place less importance on it. The barriers and motivations to progression are explored further in chapter eight.

5.3   Attitudes towards work

At both waves, respondents were asked to agree or disagree with a number of statements about their attitudes to work. In general, the proportion that agreed with

each statement remained similar over the two waves and changes were consistent across the three groups (Figure 5.3).

At wave one, 38 per cent of all participants agreed that **'it only makes sense to work more hours when you need the money'**, and this proportion remained similar at wave two (40 per cent). There were no differences between the three groups in terms of the level of change between wave one and wave two. The qualitative research found that participants with no immediate need to earn more, for example because they lived with their parents, may have been less motivated to progress. There were also examples of participants who had turned down the opportunity to take on more responsibility at work and earn more because they did not feel that the financial incentive was worth the extra effort required.

Around a quarter of all participants (24 per cent at wave one, 26 per cent at wave two) agreed that **'the people who depend on me would rather I did not work more hours'**. Agreement increased among Frequent support participants (up by seven percentage points), and this was significantly greater than for Moderate support participants (down by two percentage points); however, there were no significant differences in comparison with Minimal support participants.

The vast majority of participants agreed that '**becoming self-sufficient and not relying on benefits to top up earnings is a priority**', although the overall level of agreement did fall from wave one to wave two (87 per cent to 83 per cent). The proportion of Frequent support participants who agreed with the statement decreased by seven percentage points but the proportion of Minimal support participants in agreement went up by one percentage point. There were no differences by gender and age in terms of changes in attitudes to work between wave one and wave two. The qualitative research found that participant desire to not rely on benefits was an important motivation to try and achieve progression. Chapter eight explores this in more detail.

Figure 5.3 Attitudes towards work at wave one and wave two
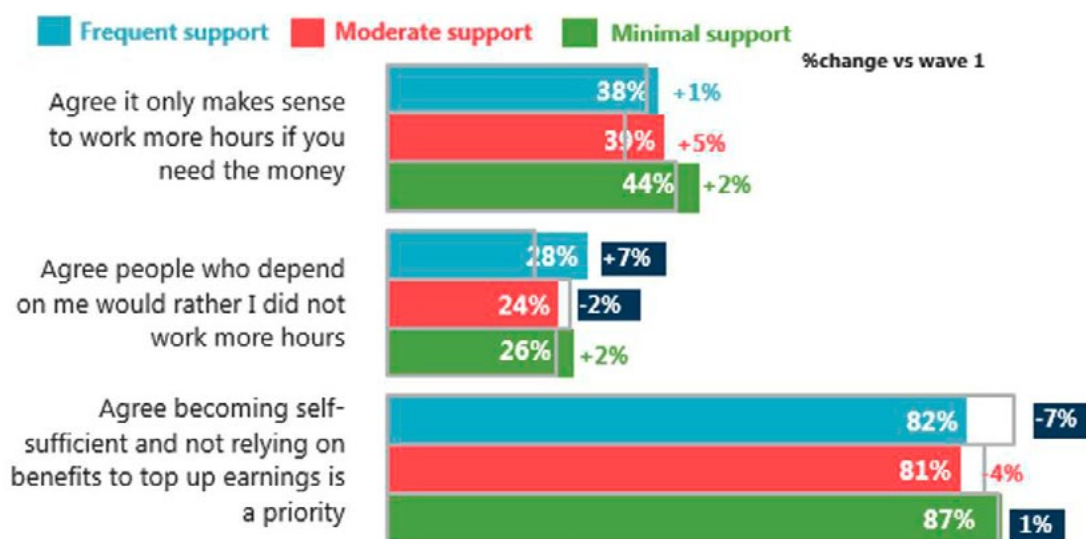
Base: All participants; Frequent support (405), Moderate support (375), Minimal support (426).
Shaded figures denote statistically significant group differences.

Source: Ipsos MORI

5.4 Wellbeing

Respondents were more satisfied with life at wave two than wave one. Across the sample as a whole, the average score was 6.6 (out of 10) at wave one, and this increased to 6.8 at wave two (Figure 5.4). There was a significant increase for Moderate and Minimal support participants, but no significant change for Frequent support participants. However, when comparing the changes across the three groups, there was no significant difference between them.

There were no differences by gender and age in terms of changes in life satisfaction between wave one and wave two.

Participants who had increased their working hours between wave one and wave two showed a larger increase in life satisfaction (from 6.6 to 7.1), compared with those whose hours had decreased (6.8 to 6.9). There was no difference to changes in life satisfaction in relation to changes in earnings.

Figure 5.4 Overall satisfaction with life
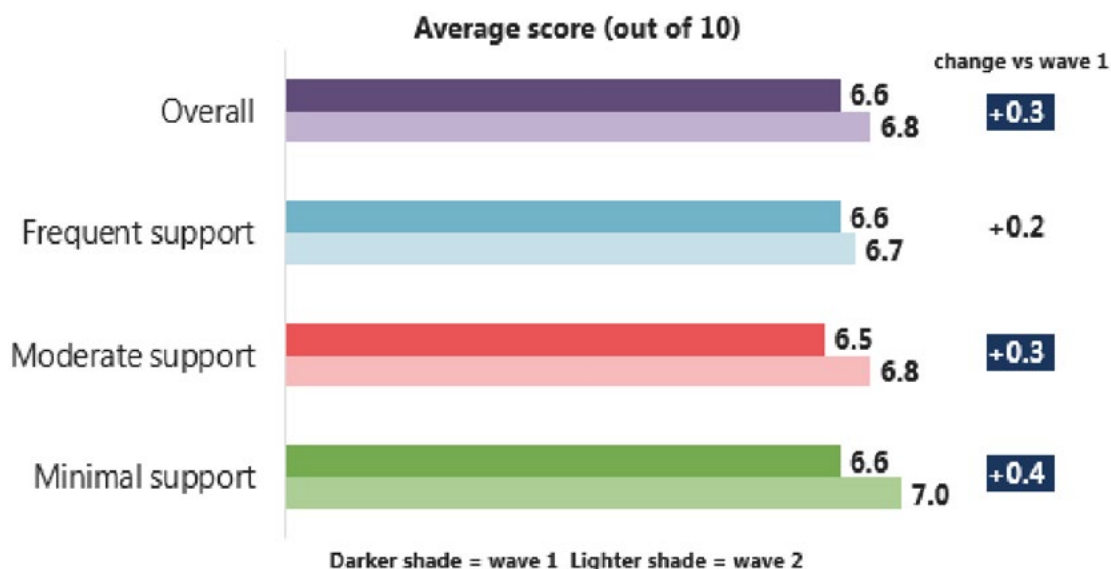
Average score (out of 10)

change vs wave 1

	wave 1	wave 2	change vs wave 1
Overall	6.6	6.8	+0.3
Frequent support	6.6	6.7	+0.2
Moderate support	6.5	6.8	+0.3
Minimal support	6.6	7.0	+0.4

Darker shade = wave 1   Lighter shade = wave 2

Base: All participants; Frequent support (405), Moderate support (375), Minimal support (426).
Shaded figures denote statistically significant group differences.

Source: Ipsos MORI

The average scores for life satisfaction for all participants were lower than for the UK population as a whole. In 2016-17, the average score for the UK population was 7.7.[19] Previous analysis of the UK findings (based on data from 2011-12) showed that *'those who earn higher wages from their job give higher ratings for "life satisfaction" on average than those earning less'*.[20]

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[19] Office for National Statistics, *Personal well-being in the UK: October 2016 to September 2017*. Statistical Bulletin released 26 February 2018.
https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/bulletins/measuringnationalwellbeing/october2016toseptember2017

[20] Office for National Statistics, *Measuring national well-being – what matters most to personal well-being*. Released 30 May 2013.
http://webarchive.nationalarchives.gov.uk/20160106043110/http://www.ons.gov.uk/ons/dcp171766_312125.pdf

5.5   Summary

- Most participants felt confident talking to their employer about increasing their hours (82 per cent at wave one) and about increasing their earnings (70 per cent at wave one). These proportions remained similar at wave two, and there were no differences in the findings for the three groups.

- At wave one, more than half of participants (56 per cent) felt it was very important for them to progress in work now by increasing their earnings, although this proportion was lower at wave two (44 per cent). Both Frequent and Moderate support participants saw a significant decrease between waves, but Minimal support participants did not.

- There was also a decrease in the proportion that said it was very important for them to progress in the next three years, from 71 per cent at wave one to 62 per cent at wave two. This was consistent across the three groups.

- Attitudes to work and work-life balance remained similar over the two waves of the survey and changes were consistent across the three groups.

- Overall, the findings in this section show no clear differences between the three groups in terms of their attitudes towards progression or how these attitudes changed over the course of the trial. The analysis also found no evidence that attitudes towards work or progression had any impact on outcomes.

6   Actions taken

This chapter looks at the actions that participants took relating to progression at work, and the outcomes resulting from these actions. It also examines participants' perceptions of barriers to progression.

6.1   Actions taken

At wave two, the large majority of participants (91 per cent) reported having taken at least one action to progress in or change their job. Overall, the three most common actions were: looking for a new job to replace their existing job; looking for another job alongside their existing job; and requesting additional hours in their current or previous job. At both waves, more than half of participants reported that they had done all three of these actions (Figure 6.1).

Figure 6.1 Actions taken relating to progression or change at wave two

Q. Have you done any of the following, in relation to your current or previous job?

Action	%
Looked for a new job to **replace** your current or previous **paid job**	54%
Requested additional hours in your current or previous **paid job**	53%
Looked for another job **alongside** your current or previous **paid job**	50%
Talked about progression opportunities with your manager	43%
Found out about training courses which could improve your qualifications/ skills	34%
Found out about promotion / development opportunities in your current or previous job	33%
Started or completed a training course(s) to improve your qualifications/ skills	27%
Tried to get a pay rise	25%
Applied for a different job with the same employer	17%

Across the sample as a whole, the average number of actions taken was 3.4 at wave one, and this remained similar at wave two (3.5).

There was no significant change for any group between wave one and wave two, and there were no significant differences in the relative level of change (see Figure 6.2).

Figure 6.2 Summary of actions taken relating to progression or change

	Mean number of actions	Change vs wave 1	Mean number of outcomes	Change vs wave 1
Frequent support	3.6	+0.13	1.26	+0.50
Moderate support	3.4	+0.04	1.02	+0.22
Minimal support	3.4	+0.20	1.01	+0.40

Base: All participants; Frequent support (405), Moderate support (375), Minimal support (426). Shaded figures denotes statistically significant group differences.
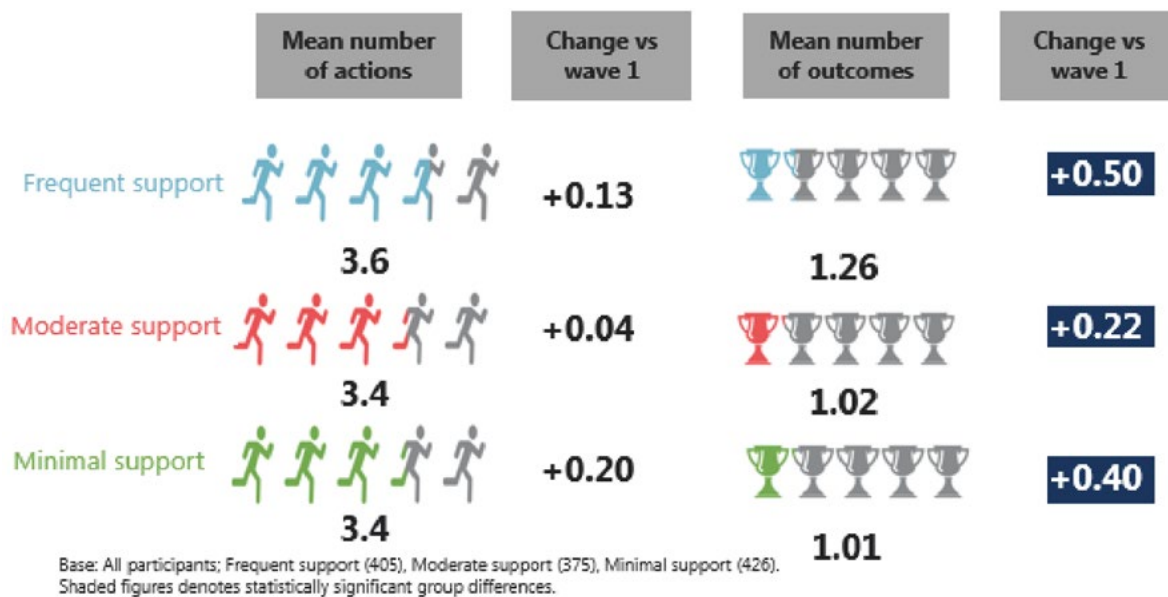
Source: Ipsos MORI

However, the overall results mask differences in terms of the specific types of action taken (Figure 6.3). At wave two:

- Frequent support participants were more likely than other groups to have **started or completed a training course** to improve their qualifications or skills;
- Moderate support participants were less likely to have **applied for a promotion** in their current or previous job than those in Frequent or Minimal support;
- Moderate support participants were **more likely** than Minimal support participants to have **looked for a new job** to replace their existing job, although there were no differences for Frequent support participants.

The actions taken reflect the qualitative findings about the content of Work Search Review (WSR) meetings. Participants reported that conversations focused on whether they had found a new job or requested more hours in their existing job whilst training and personal development were less of a focus.

Figure 6.3 Specific actions taken relating to progression or change at wave two
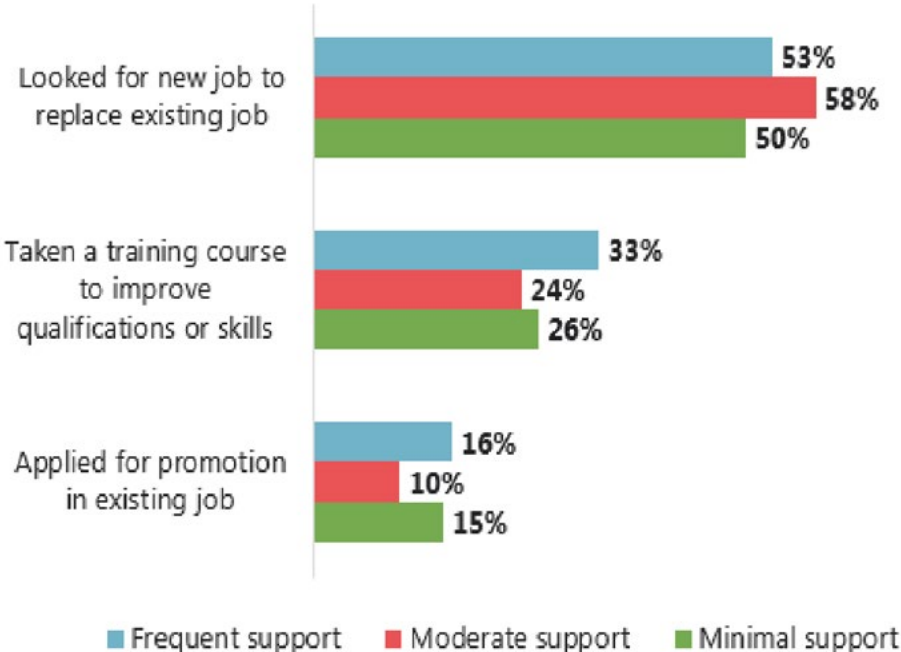
Base: All participants; Frequent support (405), Moderate support (375), Minimal support (426)   Source: Ipsos MORI

Younger participants (aged under 25) were more likely than older participants to have increased the number of actions taken: from an average of 3.2 to 3.9 at wave two, a larger increase than for other age groups. Specifically, participants aged under 25 increased the actions relating to their current job (e.g. talking about progression opportunities with their manager, applying for a promotion). There were no differences by gender.

6.2   Outcomes of actions

Participants reported an increase in positive outcomes as a result of actions that they had taken to progress in their current job or to change jobs. Overall, the outcomes most commonly reported by participants at wave two were: increase in total working hours (38 per cent), gaining a qualification or certificate to improve longer-term opportunities for progression (27 per cent), a pay rise (20 per cent) and a new job to replace their previous job (18 per cent) (Figure 6.4).

Figure 6.4 Outcomes resulting from actions, wave two[21]

Q. Has any of the following happened?

Outcome	Percentage
Your total working hours have increased	38%
You have gained a qualification/certificate that will improve your opportunities for progression	27%
You have had a pay rise	20%
You have a new job to replace your current or previous job	18%
You were promoted in your current or previous job	9%
You have another job alongside your current or previous job	8%
None of these	36%

Base: All participants in W2 (1,016)   Source: Ipsos MORI

Across the sample as a whole, the average number of reported outcomes increased from 0.7 at wave one to 1.1 at wave two. There were significant increases for all three groups (see Figure 6.2 above). The increase for the Frequent support group was significantly larger than for the Moderate support group. There were no differences between the Frequent and Minimal support groups.

As shown in Figure 6.5, at wave two, participants in the Frequent support group were more likely than those in the Moderate or Minimal support groups to say that:

- **their working hours had increased:** 45 per cent in the Frequent support group compared with 37 per cent in the Moderate and 33 per cent in the Minimal support groups;
- **they had a new job to replace their existing job:** 22 per cent in the Frequent group support compared with 16 per cent in the Moderate and Minimal support groups.

In addition, Minimal support participants were more likely to say that none of the outcomes had happened as a result of the actions they had taken (43 per cent compared with 33 per cent of Moderate and 29 per cent of Frequent support participants).

These findings are encouraging, as they indicate that Frequent support participants were more likely than other participants to have seen positive results resulting from actions. While the actions did not necessarily translate into hard outcomes within the timeframe of the trial (as seen in Chapter four in relation to earnings), they suggest that Frequent support participants were more likely to have taken steps that may lead to more positive outcomes in the longer term. These findings can be linked to those discussed below on vertical and horizontal progression in the qualitative study, and suggest that Frequent support participants may have made greater progress than

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[21] Based on respondents who had taken at least one of the actions at both waves to allow comparisons to be made.

other participants in relation to horizontal progression, even if not in relation to vertical progression.

Figure 6.5 Specific outcomes resulting from actions taken, wave two
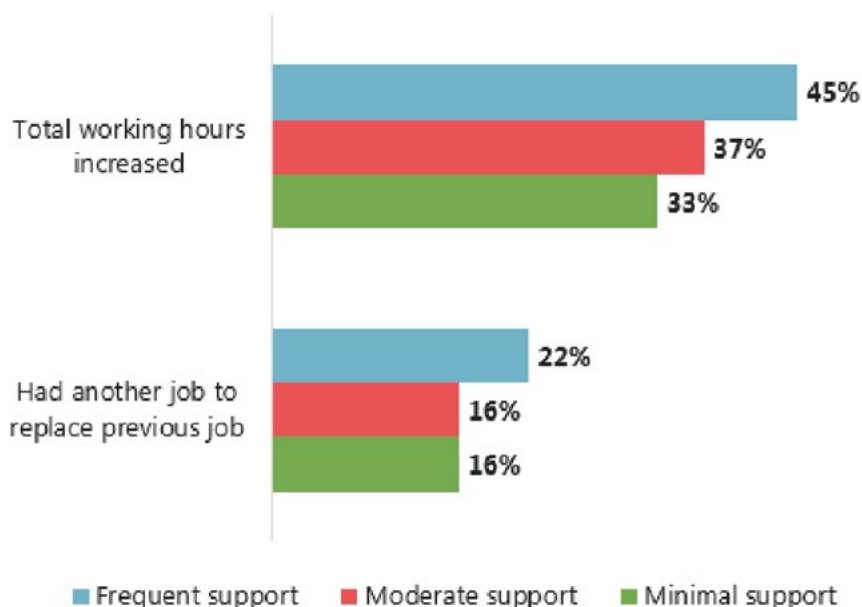
Base: All participants who took at least one action at both wave one and wave two; Frequent support (338), Moderate support (312), Minimal support (366).

Source: Ipsos MORI

Once again, there was a greater increase between wave one and wave two for younger participants (aged under 25) compared with older participants; from an average of 0.7 outcomes to 1.3 at wave two, a larger increase than for other age groups. There were no differences by gender.

6.3 Barriers to increasing earnings

Across the sample as a whole, participants reported facing a similar number of barriers to progression at both waves: an average of 0.8 barriers. When comparing the change across the three groups, there was a significant difference between Frequent support and the other two groups. **In both Moderate and Minimal support groups, the number of barriers increased slightly between waves, while in the Frequent support group the number decreased.**

Among participants as a whole, the three most common barriers (at both waves) were the lack of available full-time jobs (20 per cent at wave one, 16 per cent at wave two), the respondent's health issues (10 per cent at wave one, 12 per cent at wave two) and their lack of skills or qualifications (11 per cent at both waves).

At wave two, Moderate support participants were more likely to say they had the following barriers: lack of skills or qualifications (14 per cent in Moderate support, compared with nine per cent in Frequent support) and health issues (16 per cent in Moderate support, compared with ten per cent in Frequent support and 11 per cent in Minimal support). Frequent support participants were less likely to say they lacked opportunities for training or development in their current job (four per cent compared with ten per cent in the other groups).

The various barriers can be grouped into those that relate to the participant's individual circumstances ('participant barriers') and those that relate to their job or the employment market ('job market barriers'). Frequent support participants were significantly less likely than Moderate support participants to report job market barriers at wave two (although there was no significant difference when compared with Minimal support participants) (Figure 6.6).

There were no differences by gender and age in terms of the change in the number of barriers between wave one and wave two.

Figure 6.6 Barriers to progression, wave one and wave two
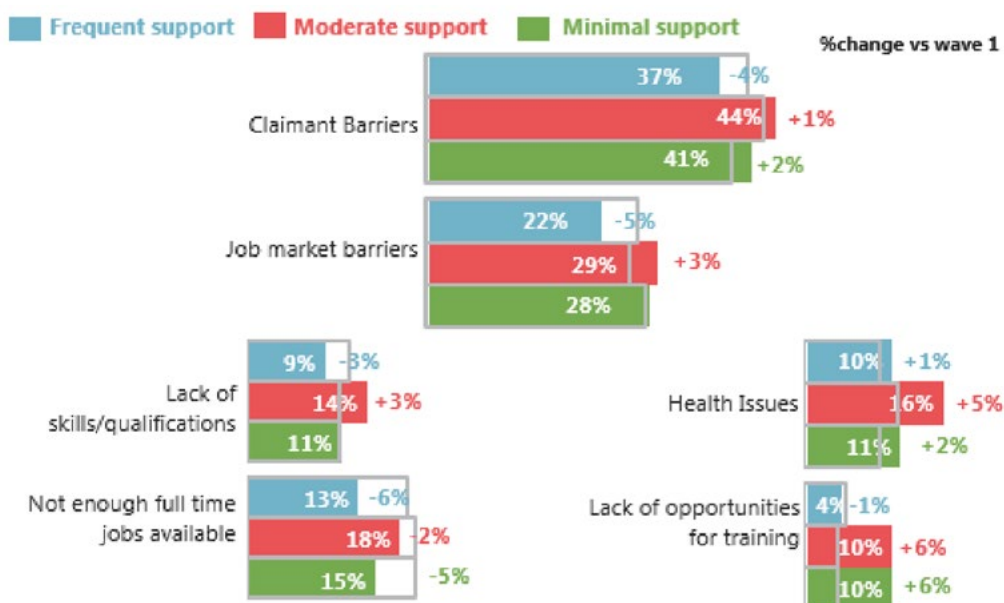
Base: All participants; Frequent support (405), Moderate support (375), Minimal support (426)

Source: Ipsos MORI

The qualitative research found that each of these barriers were present to varying extents across all groups, regardless of whether participants had progressed since wave one. As discussed further in chapter eight, motivation and confidence were key determinants of whether practical barriers could be overcome and progression would be achieved during the trial.

6.4   Summary

- Participants undertook a number of actions to progress in work, most commonly looking for a new job (in place of or alongside their existing job) and requesting additional hours.
- The number of actions taken was consistent across the groups, although there were differences in relation to specific actions. For example, at wave two, Frequent support participants were more likely than other participants to have been on a training course to improve their qualification or skills.
- In terms of outcomes resulting from actions, Frequent support participants were more likely than those in Moderate support or Minimal support to say they had increased their working hours or to have got a new job to replace their previous job.

- At both waves, participants saw their main barriers to progression as the lack of available full-time jobs, their own health issues or their lack of skills or qualifications. Frequent support participants reported fewer barriers at wave two than at wave one, whereas the number of reported barriers increased slightly for those in the other groups.

- Overall, the findings in this section include some encouraging findings, with Frequent support participants more likely than other participants to report positive outcomes resulting from their actions, and with Frequent support participants reporting fewer barriers to progression at wave two than at wave one.

7 Support

This chapter discusses findings from the quantitative survey on participants' perceptions of how they could overcome their barriers to progression. It also includes quantitative analysis of the types of support that participants received during the trial and whether these had any impact on outcomes.

7.1 Ways of overcoming barriers

Participants were most likely to say they needed more support from their employer and greater personal motivation to help them overcome barriers to progression (35 per cent and 34 per cent respectively at wave two). Around a quarter (24 per cent) wanted more support from Jobcentre Plus.

Moderate support participants were more likely than other groups to report that more support from Jobcentre Plus, their family or more personal motivation could help them overcome barriers to progression (Figure 7.1).

Figure 7.1 Ways of overcoming barriers to progression at wave two
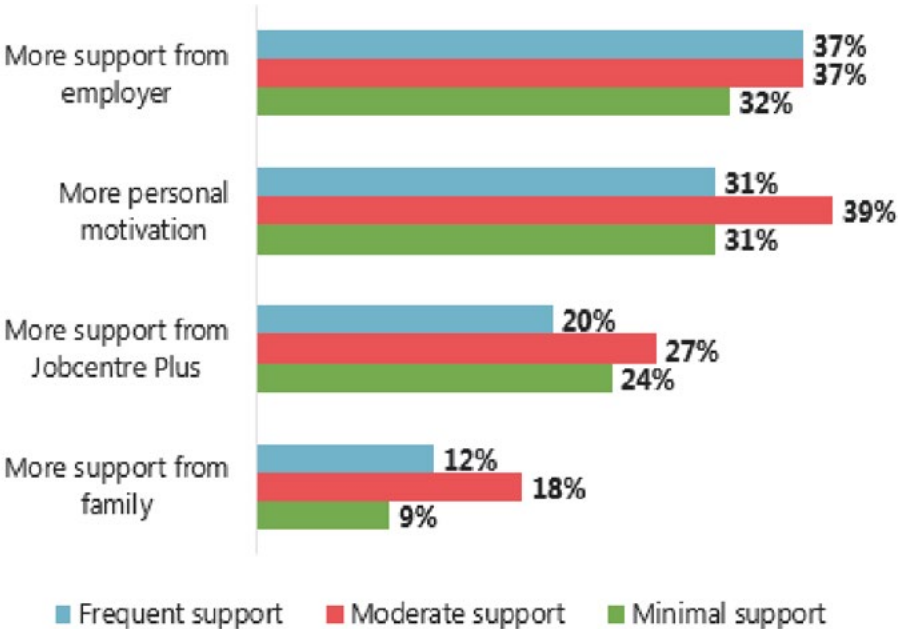
Base: Participants that reported barriers to progression at both waves; Frequent support (268), Moderate support (261), Minimal support (273).

Source: Ipsos MORI

Analysis by age group shows that participants aged under 25 were more likely than older participants to say that greater personal motivation would help them to overcome their barriers (44% compared with 34% of participants overall). There were no differences by gender.

7.2 Impact of additional support on progression

7.2.1 Types of additional support received during the trial

At wave two, participants were asked about any additional support they had received from their Work Coach on the trial, outside of the Work Search Review (WSR) meetings. Around a third of all participants reported that they had received support of some kind, most commonly a referral to a job-related training course (17 per cent) or a referral to the National Careers Service (16 per cent). There were no significant differences between the groups (Figure 7.2).

Figure 7.2 Types of support received on trial at wave two
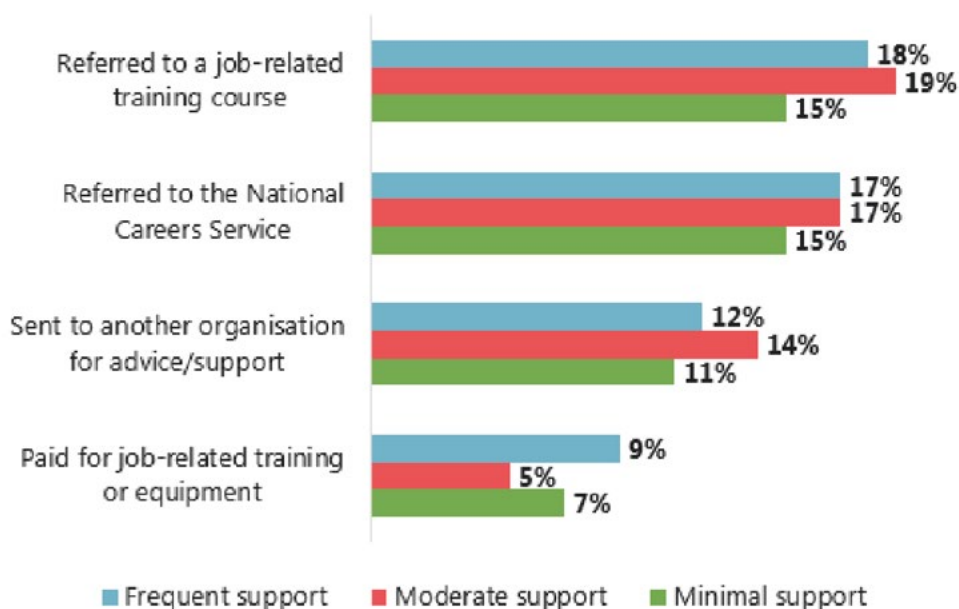
Base: All participants; Frequent support (405), Moderate support (375), Minimal support (426)   Source: Ipsos MORI

While support such as training was important for overcoming practical barriers to progression, support from Work Coaches to overcome personal and practical barriers was also vital, as found in the qualitative research (see Chapter nine).

In total, 43 per cent of all participants said they had taken part in job-related training since the start of the trial – 36 per cent had been on training that was arranged by their employer, while 16 per cent did training that they found out about themselves. Again, findings were consistent across the three groups.

7.2.2 Impact of additional support on progression

By looking at the outcomes for participants who took part in additional activities and types of support, it is possible to examine the impact of these activities on

participants' progression.[22] In most cases, there was no significant difference in the outcomes of participants who took part in specific activities, compared with other participants. For example, those who were referred to the National Careers Service (at either wave) were no more likely than other participants to report an increase in their hours or earnings.

However, there were differences for participants who had taken part **in job-related training**. Participants who did **any** job-related training were more likely than other participants to report an increase in their earnings: average earnings reported by these participants increased from £153 at wave one to £195 at wave two. Among participants who did not do job-related training, the increase was smaller (from £156 to £183).

Participants who took part in training arranged by their employer also reported a greater increase in earnings: up from £152 to £191 (Figure 7.3), compared to other participants (up from £156 to £185).

Figure 7.3 Reported increase in earnings, by involvement in job-related training

Mean weekly earning at wave 2 (& £ change compared to wave 1)

Overall — £190 (£36)
Undertook any job-related training — £195 (£43)
Undertook employer provided job-related training — £191 (£39)

Participants who did job-related training that they had found out about themselves were more likely than other participants to have increased their hours: the average number of hours worked among these participants increased from 24 hours to 29 at wave two. Among participants who did **not** do this type of training, the increase was smaller (from 23 to 26 hours on average) (Figure 7.4). It is possible that **some** of this difference in hours may be due to differences in attitudes or outlook between participants – for example, participants who arranged their own training may be more resourceful or better equipped to progress. However, it remains that job-related training appears to be a contributing factor, as the following findings illustrate.

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[22] This is not an experimental comparison, as it is based on participants' behaviour, rather than the groups to which they were randomly allocated. Therefore, it is not possible to say whether any observed differences can be attributed directly to the various activities.

Figure 7.4 Increase in hours worked, by involvement in job-related training found by participants themselves

Mean hours worked

Overall: Wave 2 — 27 hrs, Wave 1 — 23 hrs (+4 hrs)

Did job-related training I found for myself at wave 1 or 2: Wave 2 — 29 hrs, Wave 1 — 24 hrs (+5 hrs)
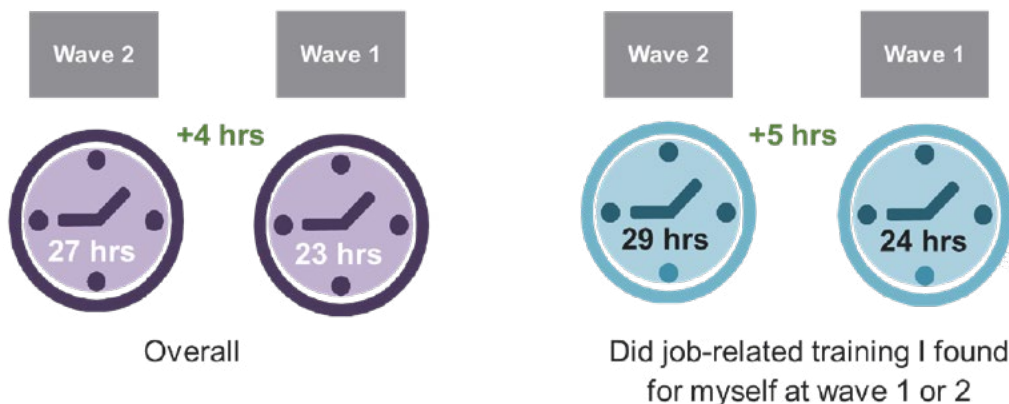
The employer qualitative work found that, among employers with formalised progression routes and/or clear hierarchical structures, training was a requirement for, and a means to, achieve vertical progression. Employer attitudes towards training are discussed further in chapter 12.

7.3   Summary

- At wave two, participants were most likely to feel that they could overcome their barriers to progression through greater support from their employer, through more personal motivation and, to a lesser extent, more support from Jobcentre Plus.

- Around one third of all participants said that they had received at least one of the specified types of additional support during the trial, most commonly a referral to a job-related training course or a referral to the National Careers Service. There were no differences between the groups.

- Participants who had taken part in job-related training showed improved outcomes compared with other participants, specifically in terms of increased earnings (if they did any job-related training, particularly if it was arranged by their employer) or increased hours (if they did job-related training that they had found out about themselves).

8 Attitudes towards and experiences of progression

This chapter presents findings from the qualitative research into the motivations for and barriers to progression and the different types of progression observed; vertical progression, horizontal progression, no change and regression.

8.1 Barriers to and motivations for progression

At wave one participants demonstrated multiple, interlocking barriers to progressing in work. Barriers were both practical and personal.

Practical barriers included:

- **lack of opportunity** to work more hours in their present job due to insufficient demand from their employer;
- **low-skill levels** restricted opportunities to move sector or progress in their existing job. This was the case for many older participants who had been in the same role for a long time and had not developed their skills, and also for young participants with limited experience;
- **lack of relevant experience** made it hard to move sector;
- **limited travel options** prevented participants from taking positions which started early in the morning or finished late at night. This was particularly the case for participants who could not drive and those in rural areas with fewer local opportunities for work;
- **childcare costs** and a low awareness of the Universal Credit (UC) childcare scheme meant that participants believed they could not afford to work more;
- **mental and/or physical health conditions** left participants feeling unable to work extra hours or worried about moving, since they liked the security of their present job.

Personal barriers included:

- **low motivation** where comfort with their current role and lifestyle meant there was little or no desire to stop claiming benefits;
- **low confidence** led to a reluctance to try a new role because of fear of trying something new or not being successful. This manifested across ages and genders;
- **insecure attachment to the labour market** meant that participants were not committed to working and they accepted that there may be times when they were unemployed. They did not take the appropriate steps to stay in work, for example, leaving a job before they had a new one;

- **childcare** represented a barrier to parents who wanted to care for their children themselves, rather than using formal childcare. This was particularly the case for lone parents;
- **age** acted as a barrier for older participants who were less interested in progression as they approached retirement, or who felt employers were more likely to prioritise younger workers over them.

Motivation to progress came from a desire to be self-sufficient and not rely on benefits. This was stronger than the desire to be better off financially; purely financial incentives did not seem to positively impact motivation. As such, for highly motivated participants, stopping claiming UC was seen as a positive outcome in itself. For example, participants with low motivation to progress who had been given the opportunity to take on additional responsibility at work with an associated pay increase had turned it down as they did not feel it would sufficiently increase their earnings to be worthwhile. However, participants with high motivation were motivated to progress in work regardless of the immediate impact on their income.

The extent to which these barriers were overcome, and participants progressed, depended on the relationship between their motivation and the extent to which the support they received from their Work Coach was tailored to their needs.

8.2 Participant progression journeys

Between October 2016 and November 2018 four participant journeys were observed, as shown in Figure 8.1.

Figure 8.1 Overview of participant journeys

Vertical progression: An increase in hours worked and/or pay. Vertical progression was determined by high personal motivation, regardless of the participant's relationship with the Work Coach, or lower motivation and a strong relationship with the Work Coach.

Horizontal progression: Completing training or moving to a new job which had no immediate impact but would open up opportunities to increase earnings in the future. These participants had a clear vision for how residual barriers to progression could be overcome. This outcome was associated with medium personal motivation and having received a limited intervention.

No change: Remaining in the same job or being unemployed (as at wave one) or having moved to a new job which had no impact on claim status or potential to move off UC. These participants had low intrinsic motivation and had also received a limited intervention.

Regression: Becoming unemployed over the course of the trial due to an insecure attachment to the labour market and a very limited intervention from the Work Coach.

Within the qualitative research sample, no relationship was observed between treatment group or demographic variables and outcome. The findings showed that progression was influenced by personal motivation and how tailored the support received was.

8.2.1   Vertical progression

Vertical progression was achieving an increase in pay or hours and was achieved by those who remained in the same job, moved to a new job in the same sector or moved to a different sector, as shown in Figure 8.2.

Figure 8.2 Outcomes associated with vertical progression
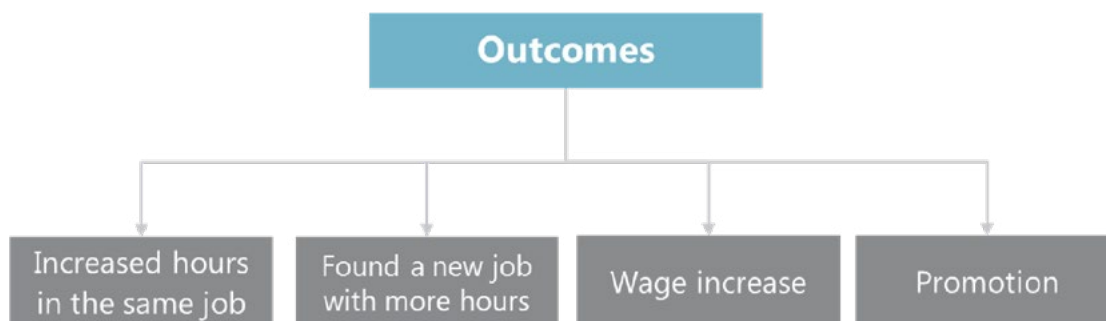
Participants who achieved vertical progression had barriers to progression including low self-confidence, age or low skills. High personal motivation to work was the key factor which enabled these participants to overcome their barriers and progress vertically. They felt that progressing in work would improve their quality of life, allow them to prove themselves and constructively fill their time.

> *'Working is having a good effect on me… I enjoy it for one and I feel like I am achieving something… If I was not working I get quickly bored.'* [Male, 61-64, Moderate support]

Vertical progression was more likely to be achieved by those in low-skilled occupations and/or with lower levels of education, which suggests that the intervention was most suited to supporting these types of participants.

A positive relationship with the Work Coach was most important to those who needed support to build confidence and address barriers to progression and less important to those who were highly motivated and had fewer barriers. However, participants who had a negative relationship with the Work Coach and achieved vertical progression felt that they did so in spite of, rather than because of, their Work Coach. This negatively influenced how they felt about the trial and Jobcentre Plus more generally. Figure 8.3 shows the different attributes and experiences of participants who achieved vertical progression.

Figure 8.3 Attributes and experiences of participants who achieved vertical progression
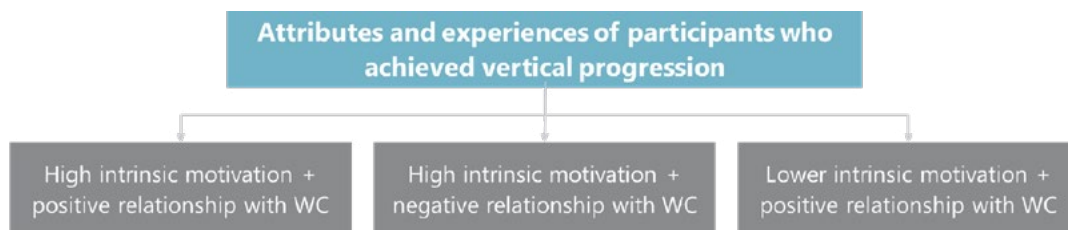
This group illustrates that intrinsic motivation and the relationship between an individual and their Work Coach interact with one another to influence progression. This is discussed further in chapter nine, delivery of the intervention.

The case study below illustrates the experience of a participant who was reliant on support from their Work Coach to progress.

> **Case Study: Geoffrey, Vertical Progression**
>
> Male, 61-64, Employed and claiming UC, Moderate support
>
> Geoffrey was single, living alone and unemployed when interviewed at wave one. He had experience working as a television engineer, a car park attendant and in catering, however these positions had not lasted longer than 18 months.
>
> Geoffrey felt his main barriers to work were his skills and age. He felt that employers were looking for younger people to employ and this had a negative impact on his confidence.
>
> Geoffrey had WSRs every 6-8 weeks, which each lasted around 30 minutes. Geoffrey had a good relationship with his Work Coach and felt that she helped to build his confidence and motivation as well as gave him practical tips to improve his job search and interview skills.
>
> At wave two, Geoffrey was working part-time as a toilet attendant and was feeling very positive about an interview for a full-time position at a food factory. His goal was to find a role which was more interesting and meant he had more disposable income. He credited his Work Coach with helping him feel more positive about his progression opportunities.
>
> *'I might have fallen by the wayside and become fed up of trying to find a job… she [Work Coach] encourages me to keep going.'*

8.2.2   Horizontal progression

Horizontal progression was achieved when participants completed training or moved to a job which offered opportunities for progression in the future but had not yet led to an increase in their earnings. Factors leading to horizontal progression included completing training; taking on more responsibility; looking for a new role which would offer better progression opportunities; or moving into a sector which offered better progression opportunities (Figure 8.4). For example, one participant completed his Security Industry Authority (SIA) training to enable him to move from a job as a cleaner to a better paid job as a security guard.

Figure 8.4 Overview of horizontal progression
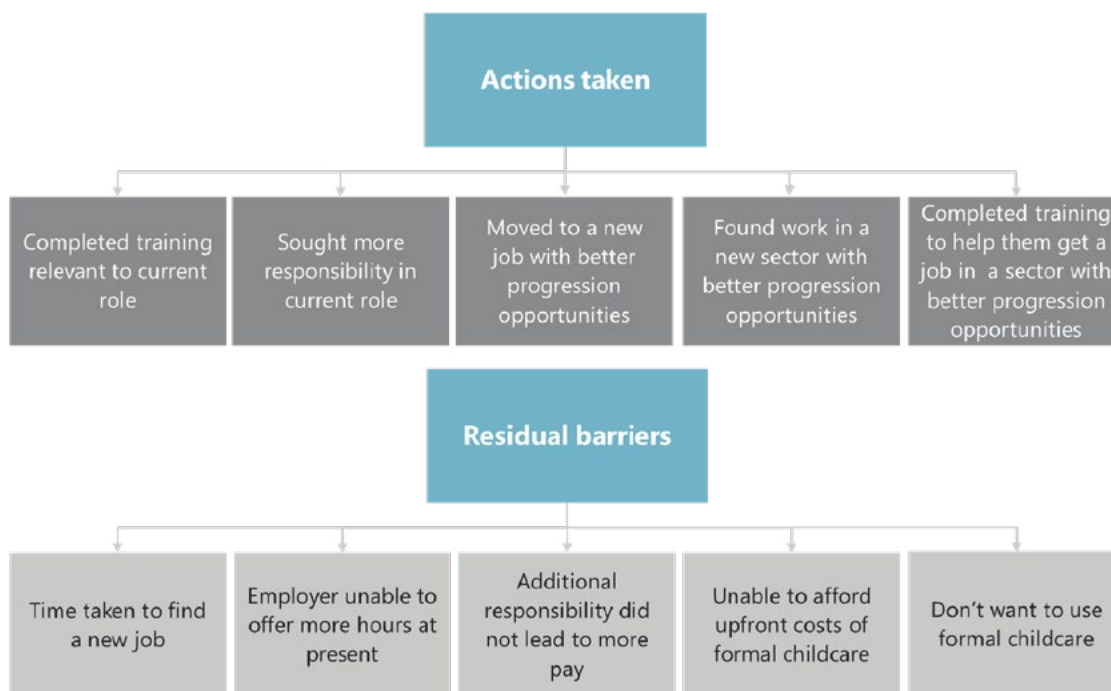
Achieving horizontal progression was seen as the first step to achieving vertical progression and moving off UC, and was driven by a desire to be self-sufficient and have greater job satisfaction and stability. While participants had not managed to overcome all of their barriers to progression, they had a clear vision for when they would be able to do so. Residual barriers included employers not offering more hours; not being paid more for having taken on additional responsibilities; the time taken to get a new job after completing training and childcare commitments.

> *'My confidence has improved by doing my college course.'* [Female, 25-34, Moderate support]

Lone parents who wanted to progress but had childcare commitments and either did not want to use, or were unable to afford, formal childcare were particularly likely to have achieved horizontal progression.

These participants had more extensive barriers to progression, including lower motivation, than those who had achieved vertical progression and so required a more tailored intervention to address these. However, the intervention they received was not sufficiently tailored for them to achieve vertical progression during the trial. Participants reported that Work Search Review (WSR) meetings were short and focused on ways of increasing the number of hours worked or how many hours work search they had completed. Conversations about progression, skills and moving sectors were not raised by the Work Coach, which did not help to address barriers to progression and gave the impression that the trial had a narrow focus.

> *'Her sole focus is to get me off benefits… she does not understand my situation… she keeps saying, "have you increased your hours. Have you spoken to your boss."'* [Female, 18-24, Moderate support]

> *'It's that feeling of, they're just looking at you to do so many hours rather than your individual circumstances.'* [Female, 35-44, Frequent support]

Some participants also felt that their Work Coach made impractical suggestions. This was interpreted as the Work Coach not understanding individual circumstances and undermined other advice, as it was assumed to be equally unachievable. For example, a lone parent reported that their Work Coach suggested they looked for an evening shift or a night job, but they felt their childcare commitments prevented them from taking one.

The experiences of this group also suggest that their Work Coach took a reactive rather than proactive approach to training and skills development. This could have prevented the participants from achieving vertical progression within the trial period. For example, one participant was working in a bar, which she recognised did not offer opportunities for progression. When she mentioned that she had unsuccessfully applied for a job as a carer, her Work Coach enrolled her on a training course to help improve her chances of moving into this sector.

There were also examples of participants receiving inconsistent advice about what support was available. This delayed them from starting a training course which could lead to a better paid job. For example, one participant saw two Work Coaches and each gave different advice about whether Jobcentre Plus could fund training for an SIA badge, which led to delays in the participant starting the course.

These participants experienced horizontal progression, opening up opportunities for long-term increases in hours and/or pay. However, their experiences suggest that a more tailored intervention or a more proactive referral to training could have helped them to achieve vertical progression more quickly. This is illustrated in the case study below.

Case Study: Maryam, Horizontal Progression

Female, 18-34, Employed and claiming UC, Moderate support

Maryam was single and living in a flat above the pub where she worked as a barmaid at both wave one and two.

Maryam really enjoyed her job but recognised that there were no opportunities for progression or to increase her hours. However, she also had very low confidence and was afraid of changing job.

'I find the [current] job suitable for me… I'd prefer to stay in this job… I struggle with stability. I want to sort myself out first and manage my own money, gas, rent, electricity, for at least 12 months before I think about getting another job.'

Maryam applied for a job as a carer. Although she was not successful, when she mentioned this to her Work Coach they referred her to a training course. She was initially reluctant but ultimately enjoyed it and felt that it opened up a career path which offered better opportunities for progression.

8.2.3   No change

No change was defined as either being in the same job, or in a new job which had similar hours, pay and opportunities for progression.

For these participants, low motivation was the key barrier to progression. This typically stemmed from being content with their current situation or unwilling to make lifestyle changes in order to progress, and was particularly common in those reaching retirement age.

Other barriers included a perceived lack of availability of work in their area, limited transport links and childcare. These participants' personal barriers reduced their motivation to overcome their practical barriers.

Participants who experienced no change over the course of the year had limited contact with their Work Coach. They did not feel that they had a relationship with their Work Coach or that their Work Coach was interested in them or their progression. This further reduced their confidence and motivation to progress.

> *'Phone calls usually take minutes, ask me if I am still in employment and whether my hours have changed.'* [Female, 45-54, Frequent support]

This group included participants with level four qualifications, who expected more career guidance from their Work Coach, but felt that their Work Coach was only able to offer help with lower-skilled positions. This negatively impacted their motivation.

> *'I ask about it [converting law degree] they just look at you as if you are speaking a different language.'* [Female, 35-44, Frequent support]

As the case study below shows, participants who experienced no change needed more active support to overcome their barriers to progression.

Case Study: Andrew, No change

Male, 35 – 44, Unemployed and claiming UC, Moderate support

At wave one, Andrew was unemployed and living with his wife, who was working but earning below the Conditionality Earnings Threshold, and their ten year old daughter.

Andrew had experience working in an office and in retail and had also run his own interior design business for three years. He had a degree in primary education and at wave one was hoping to pursue a career in teaching as this was what he enjoyed and he felt it would fit in with his lifestyle.

At wave two, Andrew was still unemployed and looking for work. He had neither secured work as a teacher nor explored other avenues.

His main barrier was lack of transport as he lived in a remote location with infrequent public transport and was unable to drive.

'It's very demoralising… I have applied for 48 teaching posts and not had a single interview.'

After his wife started working full time, he was told he no longer had to have WSR meetings and had not been contacted since.

Andrew wanted more help from his WC, including careers advice, direct links to education employers and access to voluntary work. The training that he was recommended was not at a high enough level for him and it was led by someone he had taught in the past, which knocked his confidence.

'I would have liked some kind of help… there are not a lot of teaching jobs available [and so there are] 300 to 400 applications for each job. If teaching is not realistic then help looking at alternatives and what else I can do with my degree.'

8.2.4   Regression

Regression was defined as having moved out of the labour market. This happened either when a temporary contract ended or a participant left a job without getting a new one. This experience was characterised by an insecure attachment to the labour market and not taking action to remain in work (Figure 8.6).

Figure 8.6 Overview of regression
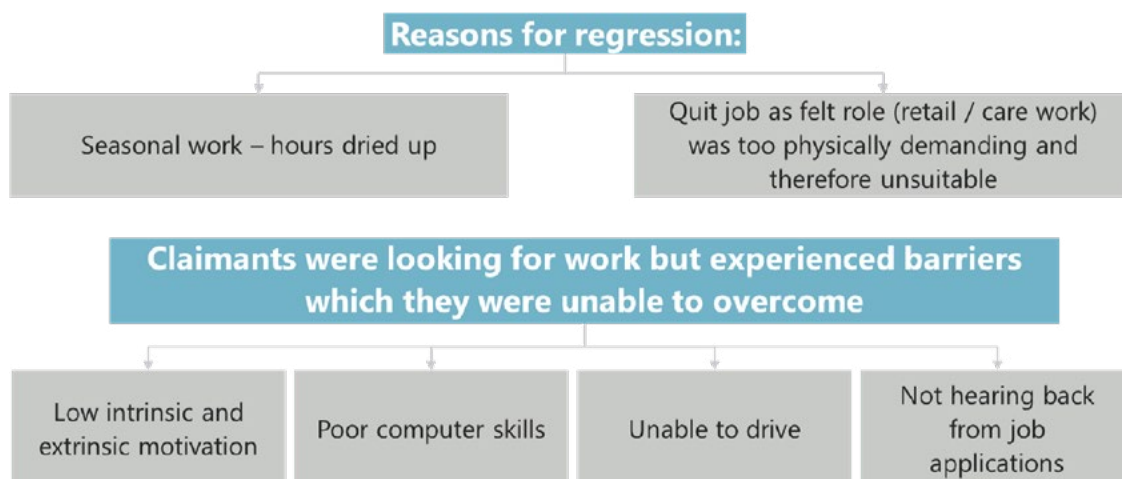
Low motivation was the biggest barrier to progression for this group of participants. They were not motivated to stop claiming UC in order to be self-sufficient or to earn extra income by working more. This was compounded by practical barriers, such as poor computer skills and limited access to transport.

As well as their barriers to work, these participants reporting having received a limited intervention including a poor relationship with the Work Coach, repetitive discussions in WSR meetings and a negative impression of Jobcentre Plus. This meant that their barriers could not be addressed and overcome.

> *'They [meetings] are not very beneficial… they are standardised. [It's a] one size fits all approach.'* [Male, 45-54, Frequent support]

The poor relationship with their Work Coach stemmed from not having the same Work Coach throughout the trial, WSRs being cancelled at short notice or the Work Coach being late for meetings. Participants felt that they would have been sanctioned for these behaviours and so their relationship with the Work Coach was unequal.

As a result of the poor relationship between the participant and Work Coach, WSR discussions were repetitive and focused on increasing the number of hours worked rather than giving tailored advice. Some participants felt that when they talked about wanting to move sector the Work Coach did not respond to this or support them in doing so.

Compounding this, the Jobcentre Plus did not feel like a positive, work-focused environment to these participants. They felt that, since they were in work, they were different to those who were out of work and wanted that to be recognised. In addition, the Jobcentre Plus did not feel private to them, which inhibited meaningful conversations with their Work Coach.

As the case study below shows, regression was a function of low motivation and of limited intervention that did not encourage participants to stay in work, or find more work before leaving their job.

Case Study: Kelly, No change

Female, 45-54, Unemployed and claiming UC, Frequent support

At the start of the trial Kelly was working part time in a health food shop and seeing her Work Coach once a fortnight.

During the trial period her earnings went over the threshold and so she stopped seeing her Work Coach.

However, shortly before her wave two interview, Kelly quit her job. She did not feel it was suitable for her because it required heavy lifting and she felt pressured to work overtime.

Kelly would like to work in an office and has experience in this type of work. She said that she discussed this with her Work Coach when she was still seeing them, but that they did not help her explore the opportunity or develop her computer skills to be able to do so.

'[I would want] a role that is more suitable for me, a job that didn't involve standing up all day and that I get more satisfaction out of and better pay… I feel stuck at the moment.'

8.3   Summary

- Barriers to progression were multiple and interlocking, comprising practical and personal barriers. Intrinsic motivation, that is a desire to work for its own sake, and an aversion to claiming UC were the strongest determinants of progression.
- Participants who achieved vertical progression had either high levels of motivation and few barriers, regardless of the support they received from their Work Coach, or lower motivation and tailored support from their Work Coach.
- Findings from the qualitative research suggest that tailoring the intervention to the individual's needs was more effective at supporting progression than more frequent meetings.

9 Delivery of the intervention and relationship with the Work Coach

This chapter draws on the qualitative research to explore the role of the intervention in building motivation and unlocking progression.

9.1 Intervention delivery

9.1.1 Delivery of the intervention

There was variation in the delivery of the intervention and the extent to which it was tailored to the individual's needs, as outlined below:

No contact: These participants were claiming Universal Credit (UC) and in the light-touch group but did not report having meetings with their Work Coach. Participants in this group included those with practical barriers to work such as childcare and transport. They were also more likely to have level four qualifications. It may have been that the Work Coach felt that the participants' barriers to work would not be overcome in the short term and so focused on claimants who they felt had more potential to progress.

Basic: These meetings were short and reviewed what that participant had done to increase their hours or pay or to find a new job. Participants who had short meetings were unlikely to feel that they had a relationship with their Work Coach or that the Work Coach was invested in their progression. They were also less likely to take personal responsibility for progressing and more likely to believe that the Work Coach or Jobcentre Plus should drive this.

> *'If I'd had the second one [Work Coach] the first time I would've probably got my computer passport and not gone back into caring and I would've had a better job.'* [Female, 45-54, Moderate support]

> *'I felt like a statistic, like they had to have 30 interviews a day to get paid.'* [Male, 35-44, Moderate support]

Intermediate: This level of support included help and encouragement with the work search, for example, advice on where to go to look for jobs and/or referrals to training, such as Kick Start or IT skills. However, the discussions focused on staying in the same sector rather than broadening participants' horizons.

Advanced: Advanced delivery of intervention included tailored advice and support. Participants who received this level of support felt that their Work Coach was interested in their progression, which increased their confidence and motivation. This led to a greater likelihood to seek progression opportunities.

> *'Every time I come out of the Jobcentre I have more ideas and information on how to look for jobs… she [Work Coach] suggests different websites that I have not heard of and different ways of job searching.'* [Male, 61-64, Moderate support]

> *'I liked her [the Work Coach] a lot, she was nicely spoken and tried to help me find another job when I was on two days a week.'* [Male, 55-60, Frequent support]

For Full Service participants, the online account and journal worked to enhance and support high engagement with the trial. The journal was most effective when both the Work Coach and claimant were making use of it as a channel for communication, answering queries, sending job suggestions and recording meeting notes. However, there were examples of claimants using the journal but not receiving a response from their Work Coach, which had a negative impact on their motivation and engagement with the trial.

The qualitative findings found that the extent to which the Work Coach tailored delivery of the intervention to the individual was a stronger determinant of progression than treatment group or frequency of Work Search Review (WSR) meetings.

9.1.2   Impact of the relationship with the Work Coach

As well as variance in delivery of the intervention, there was also variance in how Work Coaches approached their relationship with participants.

Work Coaches who were warm and approachable were better able to build positive relationships with participants. These participants were more likely to feel that their Work Coach understood them and was interested in their progression. This helped to support motivation and made participants more likely to respond positively to suggestions from their Work Coach.

However, being too lenient had a negative impact on likelihood to progress, as it legitimised and reinforced barriers rather than supporting participants to overcome them.

When Work Coaches were perceived to be too firm, participants felt that they were not understood or respected. This caused feelings of anxiety, stress, frustration and anger before, during and after WSRs and led participants to become closed to suggestions from the Work Coach.

> *'If she [Work Coach] came across as bit more approachable it would have made you ask questions and ask for advice.'* [Male, 35-44, Frequent support]

Participants who had more than one Work Coach experienced different approaches to delivering the intervention. They felt that they responded more positively to a warm and approachable Work Coach because they felt respected and so in turn had more respect for their Work Coach and the intervention. This helped to build confidence and motivation to progress. However, it was important that being approachable and welcoming was balanced with pushing participants to progress, particularly for those who lacked motivation.

9.1.3   Role of sanctions

There was high awareness of sanctions among participants. However, individuals were uncertain as to how sanctions worked in practice and when they could be used. Low awareness of the guidelines and process for sanctions led to concerns that they could be given for almost anything.

> *'Before I got my job now they did ask me to go onto a computer course. They didn't mention, they asked me to - or they would sanction my money.'* [Female, 45-54, Frequent support]

The presence of sanctions encouraged compliance with the requirements of the Claimant Commitment and seemed more powerful than their use. Being sanctioned did not appear to positively impact on motivation as it was difficult for participants to agree that their sanction was justified, which led to negative feelings towards the Work Coach and Jobcentre Plus. This was particularly the case if a sanction caused financial hardship.

For example, one participant who received a sanction during the trial did not credit Work Coach support as helping him achieve vertical progression. Although he had received training in interview and work skills, the experience of being sanctioned undermined this positive support.

There were also examples of sanctions having no effect. For example, a participant who was not in work at either wave one or two and had not worked in between was sanctioned, but this had no impact on her motivation.

9.1.4   How can the intervention impact motivation?

The in-work progression intervention aimed to support participants to progress further in work by increasing their earnings. How the intervention can impact on behaviour can be mapped out by using the COM-B framework for behaviour change (Michie et al. 2011[23]). COM-B has identified three determinants of behaviour: capability, opportunity and motivation. Capability includes the individual's psychological and physical capacity to engage in an activity, including having the knowledge and skills required to do so. Opportunity encompasses the factors which make the behaviour possible. Motivation comprises both the conscious decision-making as well as the brain processing involved in feeling motivated.

The diagram below (Figure 9.1) outlines how the COM-B framework can be applied to the in-work progression intervention.

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[23] Michie, S., Van Stralen, M. M., & West, R. (2011). The behaviour change wheel: a new method for characterising and designing behaviour change interventions. *Implementation science, 6*(1), 42.

Figure 9.1 COM-B framework applied to the in-work progression (IWP) intervention

	Capability	Opportunity	Motivation
Factors for progression:	• Appropriate skills e.g. basic computer skills, ability to drive • Confidence • Support with / access to childcare	• Availability of / proximity to suitable jobs – more challenging for highly skilled / educated • Transport	• Intrinsic motivation • Positive support network
Role for intervention:	• Tailored support – access to appropriate training; CV skills, computer skills, interview techniques	• Support to move sector if needed • Advice on next steps	• Positive relationship with WC helps build motivation • Spontaneous / proactive contact with the WC can help to sustain this.

Where **capability** presents a barrier to progression, such as lack of appropriate skills and/or confidence, this can be addressed through tailored support which focuses on CV development, computer skills and interview techniques. Access to childcare can also act as a barrier to progression. Raising awareness of the UC childcare offer could also help participants to recognise that they have the capability to use this.

Where **opportunity** is a barrier to progression, for example, the availability or proximity of suitable jobs or lack of transport to get to jobs, support to move to a sector where there are more local jobs could help.

Motivation seems to be key to progression; high motivation overcame other barriers to work without Work Coach support. Where there is lower motivation, this could be developed through a positive relationship with the Work Coach and tailored support.

9.2 Participant needs from an intervention

The intensity of support needed for individual participants was determined by how motivated they were, their skills and their external barriers.

Figure 9.2 below shows how the level of support from the Jobcentre Plus and their Work Coach can be adapted to meet participants' needs. This overview is based on qualitative analysis of the intervention, which was delivered and mapped against needs from within the In-Work Progression sample.

Figure 9.2 Intensity of intervention

Audience	Intervention intensity	Contact
Highly motivated claimants with few barriers	Light	Telephone calls, contact via journal
Claimants with lower motivation and/or high motivation + barriers	Medium	Monthly F2F contact with WC + contact via journal
Claimants with poor motivation and skills barriers	Intensive	Regular contact with the WC, positive coaching relationship, clear goals and targets

Highly motivated participants with few barriers were likely to progress irrespective of the support they received and so were suited to a light touch intervention. Telephone calls and contact through the Full Service journal were likely to be enough to sustain their motivation and answer their questions.

Those with lower motivation, or who were highly motivated but with practical barriers to progression would benefit from a medium intensity intervention. This would include regular face-to-face contact with their Work Coach and spontaneous contact through the journal.

Participants with low motivation and more barriers to work needed an intensive intervention. This could include a positive coaching relationship with their Work Coach and clear goals delivered through regular face-to-face meetings.

The ability to spontaneously contact their Work Coach was requested by Live Service participants with differing levels of motivation, with or without barriers to progression. The benefits of being able to do so are demonstrated by Full Service participants who actively used their online account to communicate with their Work Coach. They felt that it had a positive impact on their relationship with their Work Coach and were also more engaged with the trial, demonstrated by a higher awareness of the conditions of claiming UC and their Claimant Commitment. Using the online account meant that any participant questions could be resolved without waiting for the next meeting, helping to sustain momentum. It also helped participants become more confident using IT, and recording their work search activity gave them a sense of achievement. To help build engagement with the online account, it was important for the Work Coach to explain it to the participant and use it to communicate with them, for example responding to queries or sending reminders.

9.3   Summary

- The qualitative research found evidence that the WSR discussions varied. Experiences ranged from a basic discussion of what action had been taken to increase their hours, to a more advanced coaching relationship which aimed to

build confidence and motivation. Participants with higher motivation and fewer barriers needed a less intensive intervention, participants with lower motivation and/or more barriers needed a more intensive intervention.

- A good relationship with the Work Coach, where participants felt supported to overcome their barriers to work, was associated with a better experience of the trial and reflected more positively on Jobcentre Plus and the Department for Work and Pensions (DWP). It also meant that participants were more likely to credit their Work Coach with having helped them to progress.

- The ability to communicate through the journal was helpful for supporting motivation to progress and sustaining momentum. It gave Full Service participants a channel to easily and quickly communicate with their Work Coach.

- The presence of sanctions seemed effective at driving compliance with the Claimant Commitment. However, the use of sanctions did not seem to have a positive impact on motivation to progress and could damage the relationship between the Work Coach and participant.

10 Employer attitudes towards progression

This chapter draws on qualitative research with employers and explores views on progression for staff in low-paid or part-time employment within their organisation. It examines why different contract types were used and how these influenced progression opportunities. It also explores employer perspectives on barriers and facilitators of progression. These employers were not actively involved in the trial, though some may have employed trial participants.

10.1 Types of employment contract used by employers and their role in progression

Employers used permanent full-time and part-time contracts, zero-hours and temporary contracts and agency workers. Employers used different contracts to fulfil the different needs they had from their workforce.

10.1.1 Permanent contracts

Employees on permanent contracts, both part-time and full-time, formed the majority of the workforce. Employers believed that staff on permanent contracts, whether full-time or part-time, were likely to be more committed to and engaged with the organisation and its success. As a result, they saw them as offering better value for money.

10.1.2 Zero-hours and agency contracts

Organisations used zero-hours contracts and agency staff to flex their staffing levels, for example, to cover peak periods or sickness absences, as the case studies below show. While zero-hours contracts and agency staff fulfilled the same purpose, employers tended to use one or the other, not both. Employers who used zero-hours contracts believed that they suited the employees who were on them, due to the flexibility they offered which allowed employees to fulfil other pursuits, such as travelling, acting or family commitments. One small employer in the social care sector that had previously used zero-hours contracts moved away from them to rely on agency staff to cover additional resource needs instead. The nature of their work meant they had to provide mandatory training for staff on zero-hours contracts but felt that the frequency they called on these employees meant it was not worth the investment and so agency staff represented better value. This belief was shared by some larger organisations as well.

> *'We flex with agency staff… it's probably about 5% [agency staff] at any one time, covers things like sickness or absences. At Christmas time that can go up to about 25% agency… It just means that we have that coverage.'* [Retail, Large, Head Office]

10.1.3 Fixed-term contracts

Companies used fixed-term contracts to meet a particular need in the short term, for example, when funding for a role was time limited. This occurred in social care charities whose budgets were agreed annually, so staff would be taken on for a specified time. Alternatively, when employers knew they had a peak period coming up, such as the Christmas period in retail, they would take on staff for this time.

Fixed-term contracts could act as a route to a permanent role: if employees who were taken on for a fixed-term contract impressed in the role and there was a need for additional staff when the contract ended, they would be taken on rather than the role being advertised externally.

10.1.4 Full-time and part-time staff

The ratio of staff on full-time and part-time contracts depended on the needs of the organisation. Demand for full-time employees was driven by a need for a larger overall workforce and the need to accommodate shift patterns.

Reasons for using part-time contracts varied depending on the size of the organisation. Larger organisations saw part-time contracts as giving them a pool of potential employees whose hours they could increase during peak periods, such as Christmas in the retail sector. As such, some larger organisations had a fixed ratio of full-time to part-time staff, to ensure that additional trained staff were always available if needed.

Smaller organisations with few staff were more likely to rely on part-time contracts. When there were just a few people in the organisation, employers believed it was better to have more employees on part-time contracts than fewer on full-time contracts. This reduced reliance on any one individual and ensured that there were experienced members of staff to draw on to cover shifts due to holidays, sickness or in peak times. Employers in small businesses also claimed it was cheaper for them to employ staff part time rather than full time and that they had been advised to take this approach by their accountant. To encourage them to move away from this approach, employers would need to see that there are tangible financial benefits to taking staff on full time and for their staff to want full-time rather than part-time hours.

10.1.5 Contracts and progression

Progression, both vertical and horizontal (for further discussion see chapter 11), was open to both full-time and part-time staff on permanent contracts, and employers claimed not to differentiate between the two. However, progression was not open to those on zero-hours or temporary contracts or to agency staff. Employers did not want to invest in, or offer opportunities to, agency or temporary workers. They would rather offer progression to permanent employees with a minimum number of hours, who they saw as adding most value to the company. Agency or zero-hours employees

needed to secure a permanent contract with a minimum number of hours to be eligible for internal progression opportunities. As such, the transition from an agency or zero-hours position to a permanent role (whether full-time or part-time) could be seen as a key progression milestone for participants, since it unlocks the opportunity of further progression.

There were examples of employers transferring agency workers who had impressed them on to permanent contracts. The companies that took this approach viewed the use of agency staff as a way of giving an employee a low-risk trial.

As an indication of the size of the IWP population who could be affected by this, at wave one of the participant survey, three months after participants started the trial, 58% of participants were on a permanent contract, 22% were on a fixed-term contract and 14% on a zero-hours contract.

The case studies below illustrate the range of contract types employers used to suit their business needs.

Case Study: Employment contracts

Online Retailer, Head Office

The Organisation:

A large online electrical retailer, with one Head Office and 10 warehousing sites to hold and dispatch stock. Their primary need is for warehouse staff. The working day is organised into a set shift pattern, with two 12-hour shifts. Full-time employees work four days on then have four days off to ensure they have sufficient time to rest and recover between shifts.

Contract Use:

They use a range of contracts to meet the needs of the organisation and to suit employees. They offer full-time and part-time contracts with the opportunity for flexible hours for permanent staff. They also have apprentices.

They are open to supporting part-time staff to progress to full-time work, or to offering additional hours. In the past they have had students who initially worked part time and then moved to full time or took on additional hours after finishing university.

Approximately 5% of their workforce are agency staff, who are used to cover periods of sickness. Agency staff are also taken on at peak periods, when they can form up to 25% of the workforce. They have a contract with the agency which enables them to make temporary staff into permanent staff when appropriate. They are keen to give existing employees more hours when required and would prefer to do this than hire additional agency staff.

Case Study: Employment contracts

Social Care, Large, Head Office

The Organisation:

An independent adult social care company that delivers a multi-million pound support contract to the local council. This includes providing centres for clients, offering advocacy and support, and helping people with independent living. They have approximately 800 members of staff.

Contract Use:

Their workforce is mostly part-time, with only 35% on full-time contracts. They have a combination of permanent and temporary contracts, with roughly 100 employees on temporary contracts at any one time. Approximately one fifth of their workforce started out on temporary contracts, but have now moved to a permanent role.

They are reliant on zero-hours contracts for flexibility of shift patterns. They feel this meets the needs of the 13 employees who are on zero-hours contracts, as well as providing important flexibility for the organisation.

'We have 13 people on zero-hours contracts, they're good for people who are on them.'

They also have 10 apprenticeships for new staff, which are organised through an external service provider linked to local colleges. They struggle to recruit young people into permanent positions due to a lack of interest in the type of work they do.

10.2 Employer views on progression

Employers saw a proactive desire to progress, either vertically or horizontally, as a positive in employees. They felt it showed engagement with the organisation, a commitment to the role and a good attitude towards work. However, there were barriers to employers' ability to offer progression.

10.2.1 Barriers to progression

The barriers to employers offering employees progression were largely structural, as outlined below.

Availability of positions presented a barrier to individual progression. Limited roles at a higher level restricted opportunities for vertical progression. This barrier was present in large organisations with a relatively flat structure and smaller organisations with few posts. Where organisations wanted access to a large pool of staff they tended to have a fixed ratio of full-time to part-time roles, which also limited opportunities for employees to move to a full-time contract.

Low staff turnover, while seen as desirable by employers, acted as a barrier to progression by impacting on the availability of positions for employees to move up

into. This was present in both large and small organisations. Employers reported that, while in theory there was potential for employees to move up, for example from shop assistant to manager, in practice there tended to be few opportunities to do so.

Limits on staffing budgets restricted the number of positions, levels of pay and training on offer. Although public sector and charitable organisations typically wanted to help their employees progress, and may have had progression policies in place, their dependence on external funding meant their ability to put this into practice was limited. The reliance on government or donor funding limited staffing budgets, as the case study below shows. Among private sector organisations, staffing was more dependent on business performance.

The need for a particular skill set presented a barrier to internal progression for low-skilled employees in specialist organisations. For example, in one social care company the low-paid positions were care assistants but more senior members of staff needed to have specialist medical qualifications which employees were unlikely to have the capacity to attain on their own and which the organisation did not have capacity to support them through. Training opportunities provided by employers are discussed further in chapter 12.

The following case study is an example of how these barriers can affect progression opportunities in a small organisation.

Case Study: Progression

Social Care, SME, Durham & Sunderland

The Organisation:

A small charity supporting people with disabilities. They have six staff, one of whom is full-time while five are part-time. They are dependent on funding from the government and the lottery, which determines their ability to hire new staff and offer additional hours at all levels.

Progression:

Progression is determined by the funding they are awarded, as this dictates the staff hours and salaries they can afford. Due to the small size of the organisation there are few opportunities for vertical progression. They would like to support staff to progress internally, but as roles often require a specialist qualification, such as a medical certificate or a university degree, this is rarely possible.

'We would always like people to progress internally, but specific roles require different qualifications so it's difficult for staff to transfer between roles.'

Not all barriers to progression were down to the organisation, and employers recognised that employees had their own barriers to progression. **Childcare commitments** or a **desire to work a particular number of hours a week** was recognised as presenting a barrier to employee progression, as was **low motivation to progress further**.

Employers also reported that participants receiving benefits were unwilling to work more hours, as this would cause their benefit payment to be reduced.

10.2.2 Enablers of progression

Organisations had a range of policies in place to enable progression. These tended to be in place to encourage employee retention. These policies were most beneficial to employees who made the most of the available opportunities.

Organisations that saw staff retention as good for the business were most likely to support progression. This mindset was driven by the belief that long-standing members of staff are better value for money than temporary staff. Employers believed long-term staff were more committed to the business's objectives and able to deliver higher quality work so placed emphasis on providing progression opportunities to retain these staff. Employers in these organisations tended to believe, often from experience, that agency or short-term staff were more likely to take advantage of the company. For example, one retailer who dealt in alcoholic drinks worried that, due to the nature of the product, temporary staff were more likely to steal from the company, and so preferred not to use them.

Prioritising filling vacancies with internal candidates was another strategy that companies used to facilitate vertical progression. Employers saw two advantages to this approach. Firstly, it encouraged staff retention as it demonstrated there were opportunities to develop new skills and gain a greater diversity of experience. Secondly, offering jobs internally created a cascade effect, whereby a new position in one part of the business could create a number of new opportunities in different areas as people moved around. This approach was more typical of larger organisations who had more positions to fill overall. Smaller companies were less likely to have internal vacancies to fill due to the lower number of jobs overall. In this case, where possible, they sought opportunities for employees with partners or allied organisations.

Formalised progression routes and **transparent pay grades** were seen as ways of demonstrating the opportunities available to individuals. Employers believed that employees would be motivated if they saw others move through different grades based on their skills or experience.

Business growth acted as an enabler of progression as it allowed the organisation to create more opportunities, both in terms of job vacancies and being able to offer training and development.

The motivation of the individual employee was recognised by businesses of all sizes as the most important driver of individual progression. When individuals stood out and brought new ideas to the business they were rewarded through progression or even the creation of a role specifically for them. For example, in one organisation an individual had suggested tracking stock in a more innovative way. When the approach was successful that individual was given a new role specifically focused on the innovation they had introduced to the company.

> *'Opportunities are there to get progression, if you have the desire to do it… You can always identify the people that have the desire to go for it… What we're looking for in our staff is people who've shown a desire and initiative to do more and achieve. They're very few and far between.'* [Retail, Large, Head Office]

Where there was low motivation among employees, employers could use this as justification not to offer either horizontal or vertical progression. For example, one employer in a small retailer had offered staff training in the past but there had not

been any interest from employees, so they assumed the staff were not interested in progression and did not offer any further opportunities.

10.3 Summary

- Employers used different employment contracts to meet different needs. Permanent contracts were used to meet the bulk of staffing needs, as these employees were seen as more committed to the organisation and therefore as offering better value for money. Zero-hours and agency contracts were used to increase staffing levels during peak periods.

- Use of part-time contracts was driven by the desire to have a pool of available staff to cover peak periods, such as Christmas. Smaller organisations also saw it as preferable to have more employees on part-time contracts than fewer on full-time contracts, to cover sickness or holiday absence.

- Organisations who were more likely to encourage progression were those who saw staff-retention as good for the business and wanted to encourage this. They then put strategies in place to support it, such as formalised progression routes and pay grades.

- Employers looked favourably on employees who wanted to progress and it was open to permanent employees who worked full or part-time. Progression was recognised as being a valuable way of encouraging loyalty to the organisation and so employers did not see value in offering it to agency or temporary workers. As such, securing a permanent contract could be an important first step in progression.

11 Employer views on progression in practice

This chapter explores how employers interviewed in the qualitative research viewed progression and how it worked in practice within their organisations. This includes vertical and horizontal progression opportunities; what employers look for in individuals they want to progress; what determines a response to a request for more hours and employer perspectives on second jobs. This chapter concludes by considering pay policies and how the introduction of the National Living Wage had impacted on progression opportunities at the time of the research.

11.1 Progression opportunities: Vertical progression

Vertical progression included promotion to a more senior or skilled position and/or an increase in pay. The ability to offer vertical progression depended on business need and capacity and, as such, was found in larger businesses which were growing or had a hierarchical structure.

Vertical progression manifested in two ways. The first was structured pathways for progression. These were tied to experience in the organisation or industry and/or having gained particular qualifications or training. This approach was found within the warehousing operations of retail organisations, where there was a need for a large team and also a number of different job roles, of varying skill and experience levels. Within these teams there was a clear path for progression. Employers believed that this would motivate employees as they would know what their colleagues were earning and doing and how they could reach a similar position.

The second way in which employees could achieve vertical progression was to stand out due to their skills or abilities, or by coming up with a particularly good idea.

> *'An employee in our Midlands depot has shown some initiative and in January he has been promoted to Compliance Manager for the business. Purely because he showed an interest in health and safety and ISO standards that the business is involved in. From his own initiative and interest… he developed into a new position… so his role was spread right across the business.'* [Retail, Large, Head Office]

In either case, opportunities for vertical progression depended on the employee demonstrating their capability and suitability for the new role (how employers determined suitability for progression is discussed further in section 11.3).

11.2 Progression opportunities: Horizontal progression

Horizontal progression involves upskilling while remaining at a similar level to the current position. This could include movement to a new role within the company and/or training or development in an existing position. It does not necessarily include an immediate increase in pay. It does however give employees the opportunity to broaden their skill set through experience and training, which could lead to increased pay in the future.

Horizontal progression fulfilled two roles. In larger organisations it was a precursor to vertical progression; a way in which employers ensured that employees had the skills required for the next job. This was also a way to motivate employees to engage with training. For example, one employer introduced a new training course, which they intended to make mandatory in time, but initially they offered staff who completed it a pay-rise to motivate them to do so.

Alternatively, horizontal progression occurred in smaller companies where vertical progression was not possible, either due to limits on staff needs or budgets, or in larger organisations with a relatively flat structure. In these types of organisations, employers saw the offer of increasing skills and gaining diversity in the role as a way to attract and motivate staff.

> *'That's what we can offer. We can't offer you promotion, we can't offer you a fabulous wage, but we can offer you a chance to skill up.'* [Social Care, SME, Durham & Sunderland]

11.3 What employers look for in staff to progress

Where employers saw progression, either horizontal or vertical, as key to motivating and retaining staff, they tended to have systems in place to encourage it. Employers also noted that in some cases they would be willing to take on people who lacked relevant skills or qualifications if they could see that the employee had potential. This attitude was present across sector and company size.

Employers had a clear idea of the types of employee for whom they would support progression. The qualities employers were looking for in staff they saw as being suitable for progression were:

- Being clearly motivated and a self-starter who acts on their own initiative and can be trusted to complete tasks without needing supervision.
- Being interested in and engaged with the business and their overall objectives. Employers felt this was critical for employees who were going to progress, as they would need to act as a role model to those in lower-ranking positions to help motivate them.
- Being willing to make extra effort beyond what was expected in their current role. Employees needed to demonstrate they could take on the additional responsibilities associated with the next position or manage their current responsibilities alongside any training.

- Being willing to support their colleagues. Employers saw this as contributing to a more positive working environment. They also saw it as a way that individuals could signal to the rest of the team that they deserved progression, to reduce the potential for internal conflict about who secured a particular role.

- Having the capacity to take on the role, and the company having confidence in them to do so. For example, if a more senior role required working full time it would not be open to an employee who could only work part time. Employers were similarly unwilling to offer progression to someone who had a frequent record of taking sick days, as they could not be confident that the employee had the capacity to fulfil the role.

- Demonstrating a desire and willingness to work hard in all aspects of their job, not just when seeking progression.

    'When we're looking to progress someone it will depend on their performance in their current role and how long they've been in it.' [Hospitality, SME, Durham & Sunderland]

    'If you are reliable, hard-working, punctual, just all the basics, there's opportunity to earn more money and move up. It's there for you, if you're prepared to put in the hours, the hard work, there's opportunities there for you. But, you know, don't come expecting to just walk in, don't think you're doing us a favour by coming here turning up to work, that's the difference. The members of staff who work here and are prepared to go the extra mile are the ones that get looked after, and they can do quite well financially, when we're doing well we do good bonuses and pay rises. It's all about working hard and just really contributing to the company.' [Retail, SME, Liverpool]

Companies monitored performance and behaviour using formal review processes, such as annual or bi-annual reviews. One large hospitality company used an online tool to measure performance and behaviour. These reviews were used to determine employee suitability for progression.

There was a strong belief among employers, often based on experience, that candidates who came through Jobcentre Plus would not demonstrate these qualities. There was, in effect, a presumption against employing and offering progression to these candidates. Employer attitudes towards candidates who came through Jobcentre Plus are discussed in greater detail in chapter 12.

Talent spotting took place informally, as the case study below demonstrates. There was no evidence of a structured or strategic approach to this. As such, being talent spotted was dependent on standing out to a senior member of the organisation. Small companies found it easier to make a success of this reactive approach to talent spotting. In contrast, larger employers found this approach frustrating and felt that having a more structured approach to talent spotting was beneficial to the company, as it helped them develop future talent. Individuals who were talent spotted were offered informal training, skills development and additional opportunities, beyond those of their peers.

    'We can just pluck someone and fast track them… we are a small family business so it's easy to do... we can create roles for shining stars.' [Hospitality, Large, Head Office]

The following case study is an example of the characteristics employers looked for when talent spotting.

> **Case Study: Progression**
>
> **Hospitality, Large, Head Office**
>
> **The Organisation:**
>
> A family-run hotel group with three hotels. The number of staff varies between 250 and 350 to accommodate increased demand during peak season. The majority of staff are in low-wage, entry-level positions, such as bar staff, cleaners and housekeepers.
>
> **Progression:**
>
> The majority of staff are paid the NLW. Everyone in a role is paid the same amount and progression is open to all staff. They do not have a formalised progression route but, as it is a family-owned business, they find it easy to talent spot and promote employees who show promise. They currently have a member of staff who has shown talent so they are developing her very quickly in her role.
>
> They are also open to giving employees additional hours if requested, although this depends on the business need and is decided on a case-by-case basis. They particularly value staff who demonstrate commitment and good timekeeping skills and would actively seek to help them progress if there were opportunities within the business.

11.4 Factors determining a response to a request for more hours and how these were accommodated

Employers were generally receptive to a request for more hours from permanent members of staff. They were less likely to accommodate requests for additional hours from agency or temporary staff, in part because these staff were more expensive and also because rewarding and motivating permanent employees was seen as more important.

When accommodating requests for additional hours, business need was the deciding factor. If there was a need for additional hours to be worked, employers would accommodate the request. Employers saw offering additional hours to employees as preferable to taking on additional agency staff as it was cheaper, particularly in social care where employees need particular qualifications or training. Even in large companies which had a fixed ratio of full-time to part-time contracts, employers claimed that additional hours were usually available to those who wanted them. The qualitative research with participants validated this; those who had part-time contracts in large retail organisations reported often working additional hours.

> *'More hours would not be a problem at all. We never have an issue giving people more hours.'* [Social Care, Large, West London]

Employers' responses to requests for more hours depended on the extent to which the individual was valued within the organisation. They recognised that, if additional hours could not be offered, the individual may leave.

As with other progression opportunities, additional hours would only be made available to reliable employees who demonstrated that they could successfully manage their current hours. This was to ensure that shifts were completed and to avoid any internal dissatisfaction towards the employee who had been granted the additional hours. The first step to offering permanent staff additional hours was often to reduce the number of hours filled by agency staff.

If companies could not immediately accommodate a request for additional hours within the employee's team, they adopted a number of strategies to do so. In smaller companies, employees would be put on a priority list for additional hours as and when they were available, for example to cover sickness or holidays. In larger organisations, employers offered employees hours in another department or team. In these circumstances, requesting more hours would result in skills development as well as pay progression.

However, most employers said that they rarely struggled to accommodate requests for additional hours, rather that filling hours was a challenge. Employees who were claiming in-work benefits were seen as particularly unwilling to accept additional hours, as their benefit payment would be reduced.

> *'We have the hours and offer it… But some don't take it… they say their benefits will be affected.'* [Hospitality, Large, West London]

11.5 Employer policies on second jobs

Across all organisations interviewed, the common policy on second jobs was that they would not want their employees to work for a direct competitor. Employers also wanted employees who had a second job to disclose this to them. Beyond that, the approach depended on whether the employer was able to offer full-time hours or only able to offer part-time hours. The impact of employees taking a second job on compliance with Working Time Regulations was not raised spontaneously by employers.

When employees were already working full-time hours, or in sectors where there may be particular regulations on how long employees could work (for example, Drivers hours), employers were reluctant to allow employees to take on a second job because they were worried about overworking or passing recommended limits.

> *'Obviously, you don't necessarily know but as far as we know none of our full-time staff have second jobs.'* [Hospitality, SME, West London]

Organisations that could offer full-time work generally preferred their employees not to take on a second job. Rather, they preferred to offer employees more hours and keep them working solely within the business. Employers felt it was beneficial for their employees to only have one job as this meant they had more flexibility to cover additional hours as needed.

Organisations that mainly or solely offered part-time hours tended to be more open to employees taking on second jobs, as they recognised that they may need to do

so to increase their earnings. Organisations who were only able to offer part-time hours were aware of staff who had multiple jobs, and felt that they would rather accommodate this than lose a valued member of staff.

> *'Some of our staff do have second jobs, as we only offer part-time hours. We decided to only offer part-time hours as it means we have a bigger pool of staff to cover any extra shifts.'* [Social Care, SME, Liverpool]

However, the participant qualitative research showed that an individual's ability to take a second job was not as simple as their employer agreeing to it. Participants working shifts could be assigned work in the middle of the day, for example 10am-3pm, which they felt made it challenging to find another job that fit around their existing hours when travel time was factored in.

11.6 Policies towards pay

Employers used internal pay scales, meaning employees had little chance to independently negotiate their pay. Pay was reviewed annually and increases were dependent on industry standards, broader economic circumstances and business performance. Further to this, employers often claimed that they paid what they could afford and that, as such, there was no scope for increasing pay beyond this. This attitude was most common for employers with low profit margins, such as small retail operations and social care organisations.

> *'The majority of our staff are entry level and on minimum wage, that's the norm in the hospitality industry.'* [Hospitality, Large, Head Office]

For low-skilled staff, pay was set at a particular level for each job role or function. Employers found that having a structured pay scale made management easier than having variable rates for individuals. There was a concern that, if pay levels were set for each individual, then there would be dissatisfaction if people found out that someone else was being paid more for doing the same job as them. Having transparent pay scales was also seen as motivating: there was a sense that, if employees could see what they would get paid for progressing, this would be more desirable.

As such, the opportunity for a pay increase was linked either to moving in to a new role with greater responsibility or taking on more hours. Completing relevant training or qualifications could lead to a pay rise if it also enabled the individual to take on more responsibility, for example, administering medicines in social care or driving a forklift truck in retail.

In retail there were often more opportunities for warehousing staff to increase their pay than shop floor staff, as more staff were needed and there was more differentiation and refinement of job role.

11.7 Impact of the introduction of the National Living Wage on progression opportunities

How the introduction of the National Living Wage (NLW) had impacted on companies' ability to offer progression depended on their previous approach to pay and their margins.

Companies who had already been paying at or above the NLW felt that the introduction of the NLW had little or no impact on their organisation or progression opportunities for their employees. These companies paid at or above the National Minimum Wage because they felt it demonstrated they valued their staff and it made working for them more attractive. They had then further increased their basic pay levels to ensure that all staff were paid above the NLW. Companies covered the increased cost by absorbing the financial implications themselves or increasing prices to customers (where there was sufficient demand).

> *'We pay over the odds, because we want good staff to stay here.'* [Hospitality, SME, London]

Some employers felt that the current NLW did not impact on their ability to offer progression opportunities to their employees. However, if there were further increases it could have a negative impact for their employees, as the business would need to reduce the number of hours available to staff to ensure the staff budget was sustainable.

Other employers had already taken action in response to the introduction of the NLW in order to minimise the impact of the increase on company expenditure on staff wages. This led to reduced pay and potentially limited future progression opportunities for employees of these organisations. Actions taken included removing the paid lunch hour; removing an attendance allowance (bonus for not taking any sick leave in a particular period) and looking to reduce team numbers.

11.8 Summary

- Vertical progression was a move to a more senior or skilled position. Employers offered this formally, through structured pathways tied to experience and training, or informally when individual employees stood out.
- Horizontal progression included upskilling employees while they remained at a similar level or on the same pay. In companies where vertical progression was available, horizontal progression was used as a precursor to ensure employees were equipped and suitable for the next role. In organisations with a flat structure, where vertical progression was not available, horizontal progression was offered as a way of attracting and motivating staff.
- The key to securing either vertical or horizontal progression was for employees to demonstrate their capability and suitability by being highly motivated and engaged with the organisation; going beyond their existing role and supporting colleagues. However, employers did not typically associate these characteristics with candidates from Jobcentre Plus, which led to a presumption against hiring these candidates and offering them progression.

- Employers were receptive to requests for more hours from employees. Requests from permanent staff were prioritised above requests from temporary or agency staff.

- Where full-time hours could be offered, employers preferred their staff not to take on a second job because they would rather offer them the additional hours. However, organisations who offered mainly or solely part-time contracts accepted that employees may need to take a second job.

- Pay was set using pay scales and reviewed annually, meaning employees had little chance to independently negotiate their pay. As such, opportunities to increase pay were linked to moving to a new role with more responsibility or taking on more hours.

12   Training offered by employers

This chapter outlines the different types of training and workforce development opportunities that were available to the employees of the employers interviewed, and the factors which affected the availability of, and employee access to, training and how this impacted on progression.

12.1   Different types of training and their role in progression

12.1.1 Employer attitudes to training

Across different sectors, employers saw having skilled staff as integral to the success of their company and recognised the importance of training. Training fulfilled two roles with regards to employee progression: it was a requirement for vertical progression and offered as a form of horizontal progression. However, training did not guarantee vertical progression or an immediate increase in earnings.

A key concern for employers was ensuring that the cost of training was a worthwhile investment. This led to reluctance to provide the same level of training for temporary employees as permanent staff. Securing a permanent contract was therefore often a key step towards progression. This concern also meant that employers in organisations with a high staff turnover were reluctant to offer training, as they were wary of investing in employees who would leave shortly after they had completed it.

Employers offered different forms of training: basic or mandatory training to ensure employees could do their job and more advanced training which either acted as horizontal progression or facilitated vertical progression. An enthusiasm and interest in development was seen as proof of an employee's capabilities and of their attitude to work. In contrast, a lack of engagement from staff could make employers reluctant to offer further training, as the case study below illustrates.

Employers across different sectors who valued staff retention felt that upskilling their staff was a key part of their role and were actively seeking ways to expand the training on offer in order to minimise staff turnover. It was felt that providing training encouraged employees to remain with the organisation. This was seen as particularly important in smaller companies where opportunities for vertical progression were limited.

The following case study shows how employer attitudes could influence training opportunities for staff.

Case Study: Training

Retail, Small, Durham & Sunderland

The Organisation:

A micro retail business selling confectionery. The owner employs five part time staff. Three work 16-22 hours per week Monday to Friday and two are students who work 7.5 hours at weekends. All five employees have the same responsibilities and pay, and there is little room for progression due to the organisation's small size and flat structure.

Training:

There is no formal training: on-the-job training on product knowledge, health and safety and using the till is carried out informally when employees start. Beyond this, the daily activities in the job do not require further training.

The owner feels there is no appetite for additional training among staff. They were given the opportunity to go on training courses in customer service, but none of them took up the offer. As they have been in the role for over ten years and have no desire to progress they have little motivation to go on training at this stage.

'It's a natural thing, and if you're not naturally good at it I don't think a course can teach you it.'

12.1.2 Types of training

Employers provided role-related training to enable staff to do their existing job and to meet industry requirements, but this did not usually lead to progression. Vertical progression in particular often depended on employees undertaking additional progression-related training, whether formal or informal. Training was either delivered in person or using online and digital resources.

Role-related training

Basic training was given to equip employees with the basic knowledge and skills to do the job. Companies of all sizes offered it, usually in the first week, to employees on all contract types. Topics included an introduction to the company, a demonstration of the main skills required to carry out day-to-day tasks and any sector-specific health and safety courses. This training was not seen as a step to progression, but as a fundamental requirement for doing the work.

On-the-job training was the most common method for upskilling employees to develop within their existing roles. This involved staff receiving guidance from senior colleagues in a variety of ways. Some employers implemented a structured timetable for all new staff to undergo specific on-the-job training sessions, with supervision from a senior member of staff. For others, on-the-job training was less structured and took place more informally, in response to the tasks at hand.

Additional formal mandatory training was also provided to improve employees' work in their current position. Companies in the social care and warehouse sectors used it to ensure their workforces met the health and safety and quality requirements

of their industries. This training was delivered through external providers in order to meet recognised standards, such as from the Care Quality Commission. Courses were usually carried out in a face-to-face setting and tended to last one or more days. Employers were generally open to rearranging the rota around this to make it possible for staff to attend. This type of training had potential to have an ongoing impact for employees, as they were given formal certification upon completion. It did not however lead directly to progression, as it was seen as a requirement for employees to fulfil their role.

Additional mandatory training was also provided for employees after they had moved into a more senior or specialist role. This happened across sectors, but was particularly apparent in larger companies with a structured system of workforce development. In these cases, the training was a result of progression rather than a route towards it.

Progression-related training

Formal specialist training prepared employees for vertical or horizontal progression in a particular role. Some larger organisations with clear hierarchical structures offered it as part of their internal development programme, which employees could apply for as a means to vertical progression.

For example, one large online retailer of electrical goods had an internal development scheme which accepted 20 employees each year. The training included role-specific courses and management qualifications for staff who demonstrated the necessary aptitude and commitment for the programme. Similarly, a large logistics company reported that they were in the process of developing a structured training and progression programme of specialist courses.

In smaller companies training was more likely to be through external providers, such as relevant National Vocational Qualifications (NVQs) at local colleges. Although these courses were not always required for vertical progression, they were looked upon favourably as evidence of an employee's commitment to the role.

Informal training, such as work shadowing and mentoring from senior colleagues, also prepared employees for progression. Employers felt this ensured staff learnt a range of skills relevant to their role and, where possible, developed towards a more senior position.

The case study below illustrates the type of training offered to new employees in one organisation with set workforce development structures in place.

> **Case Study: Training**
>
> **Social care, Large, London**
>
> **The organisation:**
>
> The fundraising arm of a social care charity, with 65 full-time and 100 part-time staff working in a call centre. Many employees work flexible hours and are on low pay. They offer performance-related pay and encourage progression within the organisation.
>
> **Training:**
>
> The first week of employment is spent in introductory training, typically in the form of presentations from senior members of staff, with some role-based activities in a classroom environment separate to the main working area.
>
> In their second week, staff are assigned to a team and given the opportunity to carry out live calls under close supervision from their team leader. Buddying systems and roleplays are also in place to build confidence and help employees deal with different situations. Regular reviews and supervision by a manager in the first few months ensure ongoing development and role-specific training.

12.2 Use of training budgets and their impact on progression

There was a range of approaches to training budgets, from no overall budget to a highly structured approach.

Companies that had no formal budget reviewed training requests on a case-by-case basis. They believed that, if a budget was allocated to training, employees would go on courses simply to spend it. However, this approach could limit opportunities for development, as employees had to proactively seek training opportunities and demonstrate their value themselves.

Companies with a set budget for training used it in different ways:

- **Needs-based training only:** These employers provided training only when they identified a need within the business. Despite having a training budget, they were less likely to offer regular training throughout the company. This meant that staff who wanted training had to justify its benefit, both for their own personal development and for the business as a whole. Training opportunities, and the subsequent impact on progression, could therefore be limited by managers' attitudes towards the potential impact of the training and employees' ability to persuade them of its worth.
- **Aimed to underspend:** These employers had an allocated training budget, but sought to underspend each year. This had the potential to limit training opportunities for staff or influence the type of training available, as employees needed to be sufficiently motivated to seek out training and convince their managers of its benefits.

- **Committed to spending:** In contrast, there were companies that were committed to spending all of their allocated training budget. They saw this as a beneficial investment in their workforce and actively encouraged staff to take up training opportunities. For example, one small social care organisation reported that their training budget was sufficiently large that they could provide mandatory training for all staff, including volunteers, and additional courses for any who wanted it. In another large retail organisation, managers had a target of ensuring that all of their staff had attended training each year. This approach could actively increase opportunities for horizontal and vertical progression, as employees were encouraged to take up training opportunities.

Regardless of how they used training budgets, companies looked to minimise the costs of training. To achieve this, they sought either free or subsidised training, as shown in the case study below. This did not necessarily demonstrate a lack of commitment to training, rather it was reflective of the business seeking to minimise costs where possible.

> *'The training we provide over around 18 months is around £600,000 worth of training… we haven't spent that because we've received government grants therefore that hasn't been the actual cost to the business.'* [Retail, Large, Durham & Sunderland]

Free training included internal training, however it also included NVQs, accessed through the Chamber of Commerce and local college courses, which received a government subsidy. Employers were looking for, and would be receptive to hearing about, free and discounted training from any source. Employers were open to hearing about subsidised training from the Department for Work and Pensions (DWP), as they felt that DWP should be promoting progression opportunities for low-skilled employees.

The following case study shows the type of training available to willing employees in a large organisation with a set budget and a system for staff development.

Case Study: Training

Retail, Large, Durham & Sunderland

The Organisation:

The logistics department of a retail company with 1100 employees. The majority of employees work in the warehouses as forklift truck drivers and pickers.

Training:

They provide their own training with site-specific requirements for permanent staff. The training programmes are organised in partnership with a local college but are tailored to the company's own needs. They take participants to NVQ L2. Additional training at higher levels is possible as staff move to more senior positions.

They plan to make the training compulsory for all permanent staff, although they have started by offering it to the most motivated employees who they feel will get the most out of it. Completing the training is a requirement for progression. Managers felt there was some reluctance among older staff to do the training. The whole programme is valued at approximately £600,000, but they did not pay the full amount: they accessed government subsidies and funding to supplement the costs.

'It's permanent staff for now… There are some people in their 60's who don't understand why they have to do the training, they feel like their school days are over… They don't want to progress in the company.'

12.3 Employer perspectives of employee demand for training

Employee engagement with training opportunities could be key to progression, as it influenced employer perceptions of employee commitment to the role.

- Employers felt that staff who engaged with training were self-motivated and open to progression. Asking for training reflected well on employees, as they showed themselves to be capable and committed in their everyday work and it cemented managers' views that they were engaged with the job. Employees who sought out relevant training courses themselves were particularly appreciated for the initiative and dedication this suggested. This contributed to a perception that they were committed to and ready for both vertical and horizontal progression.

  'We encourage people to show initiative and [we] support what they're doing. If somebody comes to me and says I've got an idea [for training] and it fits well with the business and it gives them a level of interest and shows some initiative on their part, we absolutely support it.' [Retail, Large, Head Office]

Employers found that engaging employees with additional courses beyond the basic mandatory training could be challenging. In fact, rather than finding it difficult to meet

demand for training, the key challenge for employers was to engage employees in the training that was on offer.

- This was particularly the case where training was not directly linked to progression, so employees did not see a clear benefit in terms of higher pay or a change in role. Employers also reported having staff who were unwilling to go out of their way to attend training, for example, there was a reluctance to attend training which took place outside of their usual shifts or in a location they felt was inconvenient to reach. Older employees who had been with the organisation for a long time were seen as particularly difficult to engage.[24] There was a perception among employers that staff who had been doing the job for many years felt sufficiently capable and did not feel they needed training, even if it was offered to them.

'I get calls about courses that they can go on, I've asked them if they want to do any of them and they've always just declined… They just seem relatively happy just taking what they get so they don't seem like they particularly want to [do training]. But saying that, there isn't particularly anything in place for promotion.'
[Retail, Small, Durham and Sunderland]

12.4 Summary

- Employers saw training as an investment. There was reluctance to offer it in organisations with a high staff turnover or to temporary or agency employees.
- Organisations that valued staff retention saw training as a key way to minimise staff turnover and so looked for opportunities to expand the training they offered.
- The training on offer comprised job-related training, which employees needed in order to do their job and meet health and safety or quality standards. Progression-related training helped employees prepare for vertical or horizontal progression and could be formal, provided by external providers, or informal, such as job shadowing.
- Companies were looking to minimise the costs of training where possible and looked for free or subsidised training. This was not a reflection of their commitment to training, but of an approach to minimising costs where possible.
- Employee engagement with training was an important demonstration of motivation and attitude, which could show they were suitable for progression.

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[24] This may be reinforced by the findings of 'Older workers and the workplace: evidence from the Workplace Employment Relations Survey'. This survey found that, although older workers were less likely have received training than younger workers, they were no less satisfied with opportunities to develop their skills.
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/584728/older-workers-and-the-workplace-summary.pdf

13 Employer attitudes to the IWP trial offer

This chapter outlines employer experiences and views of working with Jobcentre Plus. It examines the use of Jobcentre Plus services for recruitment, explores employer attitudes to being contacted by a Work Coach and considers potential opportunities for Jobcentre Plus to improve its relationship with employers.

13.1 Context: Employer relationship with Jobcentre Plus

Employer relationships with Jobcentre Plus included those who had no awareness of Jobcentre Plus services; those who had used Jobcentre Plus services in the past but did not currently and those who currently used Jobcentre Plus for recruitment.

Lack of awareness of the services offered was a key barrier to working with Jobcentre Plus. Employers were not aware of what was on offer and believed that the service offered was limited to recruitment.

> *'There is no desire to work with people like us any more… They don't come to us and say this is what we can do for you.'* [Retail, Large, Head Office]

Employers who used Jobcentre Plus did so to advertise vacancies through Universal Jobmatch, typically alongside other recruitment websites and agencies. However, they reported that they were not aware Jobcentre Plus engaged with businesses or offered any additional support. They felt that Jobcentre Plus had a very narrow focus on getting candidates into roles, rather than considering the needs of businesses or a candidate's strengths and weaknesses.

There were also negative perceptions about the suitability of candidates from Jobcentre Plus, borne out by experience for those who had an active or historic relationship with Jobcentre Plus. Employers reported that candidates from Jobcentre Plus were unsuitable for their company and the role. They also felt that, unlike recruitment agencies, Jobcentre Plus did not filter candidates, which meant they had to sort through a high volume of applications which were not relevant to the position. They felt that many were applying simply to meet the requirements of claiming Universal Credit, rather than because they wanted the job. This was time-consuming and costly, and led employers to turn instead to other organisations, such as the Chambers of Commerce, which provided a shortlist of suitable candidates.

> *'It's a tick in the box, "I've been for an interview."'* [Social Care, Large, Head Office]

> *'We used to use the Jobcentre Plus when recruiting but haven't for about 20 years. The reason we stopped was that the Jobcentre Plus didn't seem to apply any filter to the candidates… we got sent far too many, had to try to filter them and sift through them ourselves.'* [Retail, SME, Liverpool]

Employers also believed that Jobcentre Plus candidates tended to be unsuitable for or unprepared for work. Employers described instances where Jobcentre Plus candidates had failed to attend the interview or had been recruited but had either not turned up for their shift or were not fully engaged with the work. Changing this perception would require a combination of actions to engage employers and ensure participants were ready for work.

> *'With the Jobcentre Plus, we did send them a brief, but the quality of the candidates we got just wasn't what we were looking for.'* [Social Care, Large, Head Office]

> *'They [candidates from Jobcentre Plus] were not sticking to criteria… like presentable, clean.'* [Retail, SME, Manchester]

Negative experiences of using the automated telephone system were another reason why employers had stopped using Jobcentre Plus services. They described the system as lengthy and difficult to navigate, which made the process of registering vacancies challenging.

Positivity towards Jobcentre Plus was determined by satisfaction with candidates who had been recruited through Jobcentre Plus and had performed well in the role. A positive outcome helped to overcome reservations about the number or type of applications they received. For example, an employer in the charity sector who had taken part in a Work Trial felt that this was beneficial both to the organisation and to the individual participants. After the six-week scheme ended, several of the candidates stayed on as volunteers and were valued by the charity. Based on the success of their experience, they were open to using Jobcentre Plus again if needed.

The following case study is an example of an organisation which had a positive relationship with Jobcentre Plus in the past and would be willing to work with them again.

Case Study: Relationship with Jobcentre Plus

Retail, Small, Liverpool

The organisation:

A warehouse and logistics company with 35 permanent staff, including drivers, warehouse workers and back office support. The size of the company limits progression opportunities, but the management team are keen to reward commitment through pay rises.

Relationship with Jobcentre Plus:

They previously had a very good relationship with Jobcentre Plus and used them for all their recruitment. They particularly appreciated when staff at Jobcentre Plus selected suitable candidates for them; the staff understood their organisation well and focused on finding the most relevant candidates for them.

They lost contact with Jobcentre Plus during a period of low staff turnover, and the manager to whom we spoke is now unsure whether Jobcentre Plus still offers recruitment services. They do not know how to contact Jobcentre Plus staff for support and now use recruitment agencies instead. They would be open to using Jobcentre Plus again, if there was more communication about how to go about it.

'We used to know the staff there and they were always good at weeding out candidates and saying we've just got someone in who might be useful for you… [they were] brilliant. That's the only way we used to recruit.'

13.2 Response to Jobcentre Plus taking a role in supporting progression for employees

There was no awareness among employers of the specific government trials, such as In-Work Progression, but most were generally positive about the idea. They felt that it was a natural fit for the Department for Work and Pensions (DWP) to be communicating with employers about work and progression. Further, as DWP is the Government department with responsibility for work, there was an expectation from some employers that they would use this role to highlight best practice in work and progression.

However, it was also clear that the functional or limited relationship which many employers currently have with Jobcentre Plus would need to be developed if Jobcentre Plus is to move into a role of supporting progression for participants.

13.3 Building a stronger relationship between Jobcentre Plus and employers

Employers felt that Jobcentre Plus could do more to engage with them, both by sharing information on how they could support current and potential employees and by learning from employers about what they need from staff.

Below we outline a number of potential strategies, which Jobcentre Plus could employ to develop better relationships with employers.

Greater engagement with organisations

There was a sense amongst the employers interviewed that at present, Jobcentre Plus did little to engage them, understand their needs or make them aware of available Jobcentre Plus services. Building a dialogue with employers could help to change this by ensuring Jobcentre Plus has a better understanding of their business, the challenges they face and therefore a greater understanding of the types of candidates they are seeking.

Suggestions for helping Jobcentre Plus staff to build a stronger relationship with employers included attending job fairs or business seminars or organising workshops or face-to-face meetings with employers. These activities would help Jobcentre Plus to find out about their views and the different ways they may be able to work together. This could also provide an opportunity for Jobcentre Plus to build awareness of their offer amongst employers.

> *'[Jobcentre Plus could] engage with industry more … to come out and talk to businesses like us, so it's more localised rather than centralised. To dilute it out to the local areas and allow people locally from the department to engage with employment in the local area. To offer workshops and invite people to come to meetings, effective meetings.'* [Retail, Large, Head Office]

Greater filtering of candidates

Employers wanted to minimise the time they had to spend sorting through applications and ensuring that they only interviewed suitable candidates who were willing and prepared to do the role. Employers wanted Jobcentre Plus to do more to support them in this, as there was a common sense that at present Jobcentre Plus often presented candidates who were not relevant for the job. Employers were immediately wary of generalised applications from candidates who did not seem aware of or interested in what their company did.

Doing more to ensure that candidates apply for jobs they are suitable for and that they do some preliminary research prior to applying could help to improve the reputation of Jobcentre Plus candidates.

Ensuring candidates are well prepared for interview

Employers who had interviewed Jobcentre Plus candidates reported that they were ill prepared and were therefore unable to stand out from candidates who came through other channels.

Doing more to ensure candidates are ready for interview could help to improve their chances of securing a job and perceptions of Jobcentre Plus candidates and

the support that Jobcentre Plus offers. Employers felt that many applications they received through Jobcentre Plus were from candidates who had minimal experience of work, which was reflected in a lack of awareness of issues such as dress code, punctuality and attitudes to work. Ensuring that candidates, especially those who have been out of work for a long time, have accessed support on these topics may help to improve the impression they give at interview and ease their transition to work.

> *'Jobcentre Plus needs to better prepare candidates by working with the candidate prior to referral and get them more job ready...more pre-training required.'* [Hospitality, Large, Head Office]

Promoting Work Trials and apprenticeships

Amongst those who were aware of it, Jobcentre Plus' role in coordinating schemes such as Work Trials and apprenticeships was viewed positively. These programmes were seen as particularly valuable for changing negative perceptions of Jobcentre Plus participants as unsuitable or unwilling employees. For example, the HR manager at one large hotel group reported the success of a Work Trial scheme organised by Jobcentre Plus, in which they had received support and funding to take on Jobcentre Plus candidates for a temporary period. The company was highly satisfied with the performance of these employees, and they were given a permanent position after the trial ended.

Employers saw these schemes as an opportunity to find the best workers who could then become permanent staff with low risk to the company, as the initial recruitment would be on a temporary basis. They felt that the trial element of the schemes gave workers the opportunity to prove their aptitude for the role and thus help change negative perceptions of Jobcentre Plus candidates.

> *'In the past we received a DWP supplement to take on a Jobcentre Plus candidate (for a short time period) this worked really well as candidates stayed on in the job after supplement ended.'* [Hospitality, Large, Head Office]

However, a lack of awareness of these trials meant an opportunity was being missed both to increase opportunities back into work for participants and also to improve perceptions of Jobcentre Plus candidates. Raising awareness of these schemes could encourage more employers to make use of them. Having an opportunity to take Jobcentre Plus candidates on for an initial trial period could help to reduce concerns about investing in unsuitable staff.

> *'You get people on a trial basis … Gives you an opportunity to try before you buy … Would encourage more employers to take on an unskilled workforce and someone who is returning to work after a long time on benefits.'* [Retail, SME, Liverpool]

Becoming a source of general information on work and progression

In order to enable Jobcentre Plus to move towards being seen as a partner, employers suggested that they would appreciate broader support in relation to staffing matters. For example, this could include information on staff retention, information on the NLW and employment law and information about how to access free or subsidised training. In each case Jobcentre Plus was seen as the right organisation to be supporting employers, yet they felt there was currently not enough engagement from

Jobcentre Plus or guidance about how to access their services. Employers were open to receiving this type of information in person or through tailored emails.

Greater visibility at networking events could help Jobcentre Plus be seen as a general source of information and advice, and improve their relationship with businesses. A Jobcentre Plus presence at local business networking events such as job fairs, breakfast seminars and Chambers of Commerce meetings was seen as a good way for Jobcentre Plus to get to know businesses and their needs. This in turn could help to create opportunities for discussion about progression for low-skilled workers.

> *'We don't engage [with Jobcentre Plus beyond being aware of the opportunity to use Jobcentre Plus to advertise positions]…but equally they don't come to us and say this is what we can do for you.'* [Retail, Large, Head Office]

13.4 Employer response to the Work Coach discussing IWP participant progression with them directly

During the research sessions the possibility of Work Coaches contacting employers to discuss progression opportunities on behalf of participants was raised. Opinions varied over how appropriate this was and how beneficial it would be to participants.

Employers who were more open to the idea of talking about an individual's progression with a Work Coach likened it to discussing an employee with a Union representative or someone equally invested in both the company and the employee's welfare. These employers felt that if the Work Coach knew the individual, was aware of their circumstances, and was able to communicate any issues or solutions effectively, then having these discussions would be very positive. These employers valued any opportunity for staff to approach them, whether directly or through an external person, and felt that it could be beneficial if focused on working in partnership with the organisation to develop constructive outcomes for the employee.

> *'I don't think the company would have a problem with that as long as they understood that this was a way that people could approach the problems.'* [Retail, Large, Durham and Sunderland]

However, there were a number of barriers to employers feeling that it would be appropriate or beneficial to participants for the Work Coach to contact them directly.

Most importantly, employers who held this view felt that employees should approach managers about progression themselves. They felt that each individual had a responsibility to seek their own opportunities and suggested that relying on a Work Coach to raise the issue of progression showed a lack of initiative which could be taken as a sign that they were not fully committed to it. As such, discussions about progression may be more productive if raised by the employee, as employers viewed this as evidence that they were being proactive and were committed to the company. Employers felt that Work Coaches time would be better spent empowering individuals to raise progression themselves, rather than having the discussions on their behalf.

> *'It would be a shame if someone that works here needed someone to represent them like that…would be quite upset if got that call, that I didn't know about the situation, but would also be annoyed that the staff member was discussing that outside the company. As adults, I feel they should be able to raise this within the company.'* [Social Care, Large, Head Office]

There was also a concern about the reasons for Work Coaches getting involved, as employers wanted their staff to feel comfortable raising these issues directly. They felt that Work Coach involvement could signify a lack of trust or communication between employees and management, and said they would be keen to address these issues internally.

Employers were also wary of discussing the subject with Work Coaches because of a perception that those external to the organisation would not understand how progression worked in their company. This was a particular concern for SMEs where a lack of funding and work meant there were limited opportunities for promotion or increased hours. They were wary of being instructed to offer progression to someone when there was no possibility for them to do so. Related to this there were some concerns that, if handled insensitively, these discussions could be seen as threatening or 'upsetting' for employers as they signified government stepping into internal matters.

> *'Sometimes it can get your back up when somebody from outside comes and tries to make suggestions…sometimes when someone from outside comes and tries to say well what can they do to go and earn a bit more money…you don't know nothing about my business you don't know the facts how much we have to earn each month just to keep this place going.'* [Retail, SME, Liverpool]

Employers were also concerned about data protection, as they felt they would need an individual's permission to discuss their circumstances with someone from outside of the organisation.

13.5 Communicating the IWP offer to employers

Employers felt that DWP had a natural role in sharing information with them around staffing matters, including staff retention. Businesses that placed importance on staff retention felt that this supported achievement in strategic aims, and that long-term employees represented better value for money than those who were only in the business for the short term. These businesses subsequently placed an internal emphasis on progression, as a way of retaining staff in the long term.

As such, in building support for IWP it seems to be important to build a consensus around the value long term members of staff can bring, and the role of progression in securing this.

In communicating this it will be important that the messages are tailored to the organisation or sector and presented in light of employer needs and concerns which may require building a relationship with employers first.

Employers also demonstrated a low awareness of UC and how this might impact on employees who were claiming it. Informing employers about how the introduction of

UC might benefit them, for example, the removal of the 16-hour limit leading to a more flexible workforce would ensure that they are able to support employees and offer them appropriate opportunities.

Employers were open to receiving information about this from DWP, face-to-face from local contacts, professional and national media and tailored communications, such as email. The most effective way for DWP to communicate this message would be directly, from local Jobcentre Plus contacts. This would help counter existing perceptions that DWP and Jobcentre Plus are inaccessible or do not wish to actively engage with local employers.

13.6 Summary

- Employers tended to have a negative perception of the suitability of candidates from Jobcentre Plus. Jobcentre Plus was not seen as filtering candidates, which meant that employers had to take on this task themselves and this was time consuming. To avoid this, employers preferred to use organisations which would help to identify appropriate candidates. There were also negative perceptions of how committed or ready for work candidates who came through Jobcentre Plus would be.

- Employers felt that it was a natural fit for DWP to communicate with them about work and progression, for example, highlighting best practice. However, for this to achieve its full potential, DWP and Jobcentre Plus would need to build a stronger relationship with employers by both engaging with them strategically and practically, ensuring that candidates sent from Jobcentre Plus were filtered and well prepared.

- However, in relation to individual employees, employers felt that it was most appropriate for the employee to speak to them directly about progression than for the Work Coach to do so. This was seen as a sign of personal motivation.

- In communicating the IWP offer to employers it was important for information to be tailored to the organisation or sector.

14   Summary and conclusions

In this chapter we summarise the main findings and implications of the research.

This research, based on qualitative and quantitative research with trial participants and employers, aimed to:

- identify whether participants in more intensive treatment groups experienced higher or more sustainable earnings versus the light-touch control group
- assess whether and how the In-Work Progression (IWP) service influenced participant attitudes, abilities and motivations to increase their earnings
- understand to what extent participants in each treatment group felt equipped to increase their earnings, their resilience to address constraints, and what helped them
- understand what support was actually delivered to participants and satisfaction with this
- examine which support and compliance regimes were most effective and for whom, and which elements were most well-received and why
- improve understanding of employer attitudes to conditions and progression of employees: what drives employers' decisions on hours and pay, and the enablers and constraints of increasing these
- identify and understand the impact of any future IWP participant support on employers to inform Department for Work and Pensions (DWP) services and communications.

Impact of IWP trial on progression

Broadly there was an increase in earnings and number of hours worked across all groups. However, this research did not find evidence that participants in the more intensive treatment group experienced higher or more sustainable earnings growth than those in the light-touch group over the trial period. Fifteen months after participants had started the trial, there was no clear evidence of an impact on earnings or hours worked, other than a more positive impact on hours worked for Frequent support participants compared with Moderate support participants. Overall, this suggests that more frequent Work Search Reviews have not led to better outcomes in the short term. However, more participants in the Frequent and Moderate support groups were in permanent jobs at wave two than those in the Minimal support group.[25]

Impact of IWP trial on attitudes and self confidence

This research found that there was no change in attitudes towards progression over the course of the trial or between the three groups. There were no clear differences between the three groups in terms of their attitudes towards progression or how

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[25] The DWP Impact Assessment, which analysed earnings outcomes of 30,709 trial participants, did detect a small, but statistically significant, positive impact on earnings in the two more intensive treatment groups (Frequent and Moderate support) compared with the Minimal support group. The difference in findings between the two reports is likely to be due to the larger sample size available for the Impact Assessment. The DWP Impact Assessment can be found here https://www.gov.uk/government/publications/universal-credit-in-work-progression-randomised-controlled-trial.

these attitudes changed over the course of the trial. The analysis also found no evidence of a relationship between attitudes towards work or progression and short-term outcomes.

Impact of IWP trial on behaviours

Whilst the number of reported actions taken to progress was consistent across the trial groups, Frequent support participants were more likely than others to report positive outcomes, such as a new job or increased hours, resulting from actions they had undertaken to progress. These positive outcomes could lead to better opportunities for future progression.

The actions taken by Frequent support participants to progress were different to Moderate or Minimal support participants: they were, for example, more likely to have been on a training course to improve their qualification or skills.

At wave two, Frequent support participants reported fewer barriers to progression than at wave one, in contrast to Moderate and Minimal support participants, who reported slightly more barriers. This suggests that whilst the trial may not have had an immediate impact on increasing hours and/or earnings, it may have paved the way for progression in the future.

Impact of additional support on progression

There were no differences between the groups in the proportion of participants who reported that they had received additional support during the trial. The most common referrals were to a job-related training course and the National Careers Service. Participants who completed job-related training did show improved outcomes compared with other participants; specifically in relation to increased hours (if they had done job-related training that they found out about themselves) and increased earnings (if they did any job-related training, particularly if it was arranged by their employer).[26] However, for other types of additional support the research did not find evidence that these impacted progression outcomes.

The extent to which participants felt equipped to increase their earnings and their resilience to address constraints

The qualitative research found that the extent to which participants were able to increase their earnings and address their barriers depended on the relationship between their personal motivation to be self-sufficient and their relationship with the Work Coach. Participants with high personal motivation and few barriers were likely to progress regardless of the support they received from the Work Coach. However, for participants with more barriers, particularly personal barriers, support from the Work Coach was important to helping them progress.

The elements of the support and compliance regime which were most well received

The qualitative research found that experiences of the trial were not determined by trial group but by the way it was delivered by the Work Coach. The support which

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[26] This is not an experimental comparison, as it is based on participants' behaviour rather than the groups to which they were randomly allocated. Therefore, it is not possible to say whether any observed differences can be attributed directly to the training.

was most well received and seemed to contribute most to progression was tailored to the participant's needs, and took account of their barriers whilst supporting them to overcome them. Training referrals to help build skills were useful, but what was most helpful was helping participants to overcome their personal barriers to work, such as low confidence or low motivation. This was most effectively delivered by a positive relationship with the Work Coach, which encouraged participants to open up about these barriers in order to start to overcome them. In contrast, participants with a negative relationship with their Work Coach were closed to their suggestions, which could have inhibited progression. Awareness of sanctions was effective at helping to ensure that participants met the terms of their Claimant Commitment, but there was no evidence that it helped motivate participants to progress in work.

Employer attitudes to progression

The organisational mindset which drove progression came from employers believing that staff retention was good for their business and that progression was key to staff retention. Companies with this mindset prioritised internal promotions over recruiting external candidates and offered training and upskilling to encourage staff retention.

Progression opportunities were related to the type of contract employees were on, as progression was only available to those on permanent contracts. As such, moving from a zero-hours or temporary contract to a permanent contract, whether full or part-time should be seen as a key progression milestone as it unlocks the potential for further progression.

Beyond this, employee attitude was felt to be the most important factor for individual access to progression opportunities. Employers were particularly keen to support progression for employees who they felt were motivated, committed and engaged with their business. Demonstrating these qualities would allow an employee to capitalise on opportunities for progression.

Drivers of employer decisions on hours and pay

Pay progression was dependent on vertical and horizontal progression: pay scales were determined at an organisational or even national level, so there were limited opportunities for employees to increase their pay without progressing in other ways.

Employers in companies of all sizes were willing to accommodate requests for additional hours where they felt this suited the business need. However, providing permanent staff with additional hours could have the consequence of reducing the availability of hours for agency staff or those on zero-hours contracts.

When an employer could not accommodate a request for additional hours, employers were, in principle, willing to allow employees to take on a second job. However, where possible they preferred to offer the individual additional hours as working for one employer was seen as ensuring employees could offer maximum flexibility.

Employer attitudes to the IWP trial offer

Current relationships between employers and Jobcentre Plus were limited to recruitment, with a common perception of poor matching between roles and candidates. However, there was an appetite for a closer working relationship if Jobcentre Plus can overcome this negative association. Employers suggested relationships could be improved if Jobcentre Plus engaged with employers through

networking events to understand their needs and tailoring the candidates put forward for roles.

Those employers who had experience of Work Trials and apprenticeships organised through Jobcentre Plus were positive about the process. They had appointed the candidates who came through the scheme to permanent positions. Coordinating trial schemes such as these was seen as a key way for Jobcentre Plus to support employers and change negative perceptions of candidates who applied through Jobcentre Plus.

Employer awareness of the government and DWP's focus on in-work progression was low, but they supported the idea in principle. Employers expected that DWP would take a leading role in determining the work and progression agenda and expected to hear about this through local contacts, professional and national media and tailored communications.

Appendices

Appendix 1: Technical details

This section sets out the design of the quantitative survey and qualitative research.

Quantitative surveys

Questionnaire development

The questionnaire was piloted with ten participants to test comprehension. The questionnaire worked well in the pilot and respondents were generally happy to take part.

Sample design

Sample was supplied to Ipsos MORI by DWP at monthly intervals and encompassed a census of participants on the Universal Credit (UC) In-Work Progression (IWP) RCT. The sample was used for one month of fieldwork before being superseded by the next batch to ensure that participants were interviewed approximately three months after entering the trial. Fieldwork took place in monthly batches and participants were interviewed three months after joining the trial.

Fieldwork dates were as follows:

Batch 1	20th June – 22nd July	20th June – 21st July
Batch 2	25th July – 31st August	24th July – 1st September
Batch 3	2nd September – 14th October	4th September – 13th October
Batch 4	31st October – 9th December	30th October – 8th December

Interviewing was conducted using Computer Assisted Telephone Interviewing (CATI). At wave one the survey lasted approximately 30 minutes and at wave two, approximately 20 minutes.

Before wave one Ipsos MORI sent advance letters to all participants giving them a two-week period in which they could opt-out of the research. Between waves one and two, participants were sent a letter or SMS message reminding them about the second wave of research.

Sample outcomes

Table A1.1: Sample outcomes for the quantitative survey

	Wave 1	Wave 2
Total dialled sample	9305	2365
Bad numbers (wrong numbers, unusable numbers, etc.)	2267	910
(Total known usable numbers)	7038	1455
Telephone number tried maximum times	3236	38
Ineligible (screened out)	189	0
Refused	915	210
Valid sample	**6558**	**1417**
Achieved interviews	**2698**	**1207**
Unadjusted response rate (achieved interviews/ total sample)	29%	51%
Eligibility rate (achieved interviews/sum of achieved + known ineligible)	93%	100%
Adjusted response rate (achieved interviews/contacted and known eligible)	41%	83%
Co-operation rate (achieved interviews/sum of achieved + refused)	75%	85%

Weighting

The survey data was weighted by gender and age and trial group using population profiles provided by DWP.

Table A1.2: Weighted and unweighted profiles for the quantitative survey

	Moderate support (Group 1)			Frequent support (Group 2)			Minimal support (Group 3)		
	IWP Population[27]	Weighted	Un-weighted	IWP Population	Weighted	Un-weighted	IWP Population	Weighted	Un-weighted
Gender:									
Female	2227	209	191	2081	213	215	2351	238	220
Male	1834	189	184	1805	166	190	2100	192	206
Age:									
18-24	983	95	84	989	95	100	1163	111	100
25-34	1134	106	80	1060	99	84	1260	123	101
35-44	709	62	53	681	72	75	719	62	59
45-54	856	104	117	758	71	89	891	75	101
55-60+	379	32	41	398	41	57	418	56	63

[27] At 31 July 2016, the final date for trial participants being sampled for the quantitative survey.

Qualitative methodology

This section provides more detail on the qualitative methodology.

Participant research

The study comprised a total of **60 depth interviews with trial participants** who completed the survey at wave one and 30 follow up interviews at wave two.

Of the 60 wave one depth interviews with participants, 30 took place face-to-face and 30 via telephone; interviews lasted between 45 to 60 minutes. All 30 follow up interviews at wave two were conducted via telephone and lasted for 45 to 60 minutes.

Participants were purposively recruited from those who had completed the quantitative survey.

Employer research

Thirty in-depth qualitative telephone interviews were carried out with employers from a range of organisations in different sectors and geographical areas. Interviews lasted an average of 60 minutes.

The research was carried out between November 2016 and February 2017.

Employers from the social care, hospitality and retail industries were included due to the high proportions of low-wage and low-skilled staff within these areas. Individual participants were selected based on their role in the recruitment and management of staff.

The following table shows the number of employers recruited from each sector and geographical area, split out by company size.

Tables A1.1 and A1.2 show the final sample breakdown.

Tool Development

Participant and employer interviews were guided by a topic guide (three guides were developed: one for each wave of participant research and one for employer research). The topic guides were developed in discussion with DWP and were designed to reflect the aims and objectives of the study.

Table A1.3: Profile of participants in the qualitative research

		Wave 1 – 60 interviews			Wave 2 – 30 interviews	
		Moderate support (Group 1)	Frequent support (Group 2)	Minimal support (Group 3)	Moderate group (Group 1)	Frequent support (Group 2)
Age	**18-24**	4	3	4	1	3
	25-34	8	6	1	1	6
	35-44	4	8	2	2	5
	45+	9	8	3	5	7
Gender	**Female**	11	12	8	3	9
	Male	14	13	2	6	12
	Total	**25**	**25**	**10**	**9**	**21**

Table A1.4: Profile of employers in the qualitative research

Variables		National employer – Head Office	Area A: London	Area B: Liverpool	Area C: County Durham & Sunderland	Area D: Manchester	Total interviews
Retail (including distribution and warehousing)	**Total**	**3**	**2**	**2**	**2**	**2**	**11**
	Large (250+)	3	1	–	1	1	6
	SME (<250)	–	1	2	1	1	5
Hospitality	**Total**	**2**	**4**	**2**	**1**	**–**	**7**
	Large (250+)	2	1	1	1	–	**3**
	SME (<250)	–	3	1	1	–	**4**
Social care	**Total**	**3**	**5**	**1**	**3**	**–**	**12**
	Large (250+)	3	2	1	1	–	**5**
	SME (<250)	–	3	1	3	–	**7**
Total interviews		**8**	**11**	**3**	**6**	**2**	**30**

Data management and analysis approach

Interviews were all recorded (with informed consent gained from respondents) using encrypted digital recorders in line with data protection. Recordings were either transcribed verbatim or researchers wrote detailed notes, listening back to recordings to ensure no data was lost. The data generated from these interviews were systematically managed using NVivo 10, with framework. This approach supports case and theme-based analysis. The analytical stage involved working through summaries, drawing out the range and diversity of experiences and views, identifying similarities and differences, and interrogating the data to explain emergent patterns and findings.

Our analytical approach is inductive, building upwards from the views of respondents while keeping the research objectives firmly in mind throughout. We work iteratively and collaboratively with our fieldwork team contributing to analytic outputs from the outset. We distinguish between two interrelated phases of analysis – data management and interpretation.

At the **data management** stage, we review, sort, label and synthesise the raw data; and at the **interpretation** stage we interrogate the data using a content analysis approach which allows us to map the data, drawing out key themes and patterns (including differences by sub-group).

Please note: qualitative research is used to map the range and diversity of different types of experiences rather than indicate the prevalence of any one particular experience; as such numerical language is not used and findings are not aimed to be statistically representative.

Appendix 2: Research materials

Wave 1 Questionnaire

SCREENER

ASK PERSON WHO ANSWERS PHONE

S1   Good morning/afternoon/evening. My name is **[NAME]** and I'm calling from Ipsos MORI on behalf of the Department for Work and Pensions (DWP). Please can I speak to **[NAME FROM SAMPLE]**?

ADD IF NECESSARY: We are conducting some research on behalf of the DWP that we hoped [NAME FROM SAMPLE] could spare some time to help us with.

Respondent answers phone	1	CONTINUE
Transferred to respondent	2	
Hard appointment	3	MAKE APPOINTMENT
Soft Appointment	4	
Refusal	5	CLOSE
Not available in deadline	6	
Engaged	7	
Fax Line	8	
No reply/Answer phone	9	
Business Number	10	
Dead line	11	

ASK ALL

S2   Good morning/afternoon/evening, my name is **[NAME]**, calling from Ipsos MORI, an independent market research company. We're conducting a survey on behalf of the Department for Work and Pensions (DWP) about your experiences of receiving support or advice from Jobcentre Plus to help you find work, more work or better paid work.

The survey is being done as part of a trial to find out how Jobcentre Plus can best support people who start work and still need to claim Universal Credit to top up their income. The results will help DWP to understand more about people in this situation and decide which types of support work best for them. Taking part in this research will not have any impact on any benefits you are claiming now or in the future.

Any information you provide will be held in the strictest of confidence and will be handled securely throughout the study in line with the requirements of the Data Protection Act (1998). The information you provide will be used only for research purposes and the research findings will not identify you.

INTERVIEWER NOTE IF PERSON SAYS THEY ARE NO LONGER WORKING OR CLAIMING UC: It is really important for us to speak to people about their experiences even if they are no longer in work or claiming Universal Credit.

You should have received a letter from the DWP explaining that Ipsos MORI would be contacting you about this survey.

Are you willing to take part in this research?

Continue		CONTINUE
Referred to someone else in household (must be named respondent on sample) NAME_____	1	TRANSFER AND RE-INTRODUCE
Hard appointment	2	MAKE APPOINTMENT
Soft appointment	3	
Refusal	4	THANK AND CLOSE
Refusal – taken part in recent survey	5	
Not available in deadline	6	

S3   This call may be recorded for quality and training purposes only.

> REASSURANCES TO USE IF NECESSARY
>
> (UC claimants ONLY): the interview will take around 25-30 minutes to complete.
>
> Please note that all data will be reported in aggregate form and your answers will not be reported to our client in any way that would allow you to be identified.
>
> Respondents' contact details were supplied to Ipsos MORI securely by the DWP.
>
> If respondent wishes to confirm validity of survey or get more information about aims and objectives, they can call:
>
> MRS: Market Research Society on 0500396999
>
> Ipsos MORI: [contact name]: 0207 7347 xxxx

SCREENING AND CONTEXTUAL INFORMATION

ASK ALL

S4   First of all, can you confirm that you started a claim for Universal Credit through Jobcentre Plus sometime before or around **[TEXTFILL MONTH AND YEAR]**

PROMPT IF NECESSARY. SINGLE CODE.

Yes – made a claim around [TEXTFILL MONTH AND YEAR]	1	
Yes – made a claim but not sure it was in [TEXTFILL MONTH AND YEAR]	2	
No – had not made a claim	3	SCREENED OUT – CLOSE
Don't know	4	SCREENED OUT – CLOSE

ASK ALL

S4a   And was your claim successful?

SINGLE CODE.

Yes	1	
No	2	SCREENED OUT – CLOSE
Awaiting outcome	3	SCREENED OUT – CLOSE

ASK ALL

S5   Which of the following describes your main employment status at the moment?

READ OUT. SINGLE CODE.

Self employed	1	THANK AND CLOSE
Working for an employer in paid employment	2	
Not working in paid employment	3	

ASK ALL NOT CURRENTLY IN PAID WORK (CODE 3 AT S5)

S6 According to our records you started working in a job sometime before or around **[month and year derived from trial start date on sample].** Approximately when did that job come to an end?

ENTER MONTH – should be same month or later than month in sample	1	
ENTER YEAR	2	
Don't know	3	
Have not been in paid work	4	CLOSE
Refused	5	CLOSE

ASK ALL NOT CURRENTLY IN PAID WORK (CODE 3 AT S5)

S7 Could you tell me the main reason why that job came to an end? Please note that your answers are confidential.

SINGLE CODE ONLY. DO NOT READ OUT.

Temporary/casual/seasonal contract finished	1	
Employer went out of business	2	
Made redundant/employer made job cuts	3	
Dismissed/sacked from the job	4	
Left job voluntarily	5	
Did not pass probation period	6	
Other (specify)	7	
Don't know	8	
Refused	9	

ASK IF UNIVERSAL CREDIT CLAIM WAS SUCCESSFUL (S4A = 1)

S8 Are you claiming Universal Credit as part of a couple, or as a single person?

ADD IF NECESSARY: Do you receive one amount as a joint claim for both you and your partner, or do you just receive an amount for yourself and your partner has another arrangement?

SINGLE CODE

As a couple/joint claim	1	
As a single claimant	2	
Don't know	3	

ASK ALL

S9   Do you have any children of your own currently living in your household?

    IF NECESSARY: Please only include children under the age of 16, aged 16 or 17 but not in work, education or training, or under the age of 20 who are still in full-time education or training, who live with you and who you are responsible for.

SINGLE CODE.

Yes	1	
No	2	
Don't know	3	

ASK ALL WITH CHILDREN (S9=1)

S10a How many children do you have in the following age groups?

READ OUT. SINGLE CODE.

Children aged 1 or less	1	
Children aged 2 years	2	
Children aged 3-4 years	3	
Children aged 5-11 years	4	
Children aged 12-15 years	5	
Children aged 16+	6	
Don't know	7	

ASK ALL WHO HAVE A JOINT CLAIM (S8 = 1)

S10b Before beginning our discussion about Universal Credit, can I check whether you would say you are the one who deals with/dealt with the claim the most, your partner does, or you both deal with it equally?

INTERVIEWER NOTE: BY DEALING WITH THE CLAIM WE MEAN THE PERSON WHO DEALS WITH THE PAPERWORK, FORMS, CALLS AND MEETINGS WITH THE JOBCENTRE.

Respondent	1	
Partner	2	
Equally	3	
Don't know	4	

ASK ALL WITH CHILDREN (S9=1) AND WHO HAVE A JOINT CLAIM (S8 = 1)

S11   ALL UNIVERSAL CREDIT SAMPLE: As part of your Universal Credit claim were you allocated as the lead carer for your **(ONE CHILD IN TOTAL AT S10A:** child**/ MORE THAN ONE CHILD IN TOTAL AT S10A:** children**),** or was that your partner? This would have been the lead carer agreed with Jobcentre Plus.

IF DON'T KNOW AT ABOVE PROMPT: Would you say that you are the lead carer for your (ONE CHILD IN TOTAL AT S10A: child/MORE THAN ONE CHILD IN TOTAL AT S10A: children), or that it is your partner?

IF NECESSARY: By 'lead carer' I mean the person who spends most time on childcare responsibilities. This would have been the lead carer agreed with Jobcentre Plus.

Respondent is lead carer	1	If Lead Carer AND Code 1 at S10a – thank and close.
Partner is lead carer	2	
Don't know	3	

ASK ALL

S12   Which of the following best describes your **[IF S8 = 1,** and your partner's] circumstances?

Interviewer note: If they have an open claim for Universal Credit and have received payments, please code 1.

READ OUT. SINGLE CODE.

Currently receiving Universal Credit	1	
Have not received any Universal Credit payments yet (but are due to receive one soon)	2	
Your Universal Credit claim has ended	3	
Don't know	4	

S12 Dum DUMMY VARIABLE, DO NOT ASK		
In work AND receiving UC (S5dum=1 AND S12=1-2)	1	
In work AND NOT receiving UC (S5dum=1 AND S12=3)	2	
NOT In work AND receiving UC (S5dum=2 AND S12=1-2)	3	
NOT In work AND NOT receiving UC (S5dum=2 AND S12=3)	4	
In work and DON'T KNOW IF receiving UC (S5dum=1 AND S12=4)	5	
NOT In work AND DON'T KNOW IF receiving UC (S5dum=2 AND S12=4)	6	

ASK ALL NOT NOW RECEIVING UNIVERSAL CREDIT (S12=3)

S13 For about how many weeks did you **[IF S8 = 1,** and your partner] receive Universal Credit?

ENTER NUMBER OF WEEKS		
Less than a week	1	
1 – 3 weeks	2	
4 – 6 weeks	3	
7 – 9 weeks	4	
10 – 12 weeks	5	
Over 12 weeks	6	
Don't know	7	

ASK ALL NOT NOW RECEIVING UNIVERSAL CREDIT (S12=3)

S14 Can I just check, why did your claim for Universal Credit end?

READ OUT. SINGLE CODE.

You are no longer eligible for Universal Credit as your household income has gone above the earnings threshold	1	
You withdrew/cancelled your claim for Universal Credit even though you were still eligible for it	2	
Some other reason (please specify)	3	
Don't know	4	

ASK ALL WHO WITHDREW CLAIM FOR UNIVERSAL CREDIT (S14=2)

S15   What were the reasons why you withdrew your claim for Universal Credit?

If necessary interviewer add: This information will not be passed back to DWP without your permission and will not affect any future or current claims for Universal Credit or any other benefit

DO NOT READ OUT. MULTI CODE OK.

Didn't want to attend meetings/phone calls with Jobcentre Plus	1	
Found it too difficult to attend meetings/ phone calls with Jobcentre Plus due to work commitments	2	
The money received from Universal Credit wasn't worth the effort of having to find more hours/increase earnings	3	
Felt under too much pressure to earn more money	4	
Felt under too much pressure to work more hours	5	
Had a poor relationship with the Work Coach	6	
Didn't feel Jobcentre Plus support was sufficient	7	
Didn't want to be sanctioned	8	
Didn't want to earn more money and didn't need the top-up from Universal Credit	9	
Started full-time education	10	
Other (specify)	11	

A   CURRENT/MOST RECENT EMPLOYMENT AND WORK HISTORY

ASK IF CURRENTLY IN PAID WORK (S5dum=1)

A1   How many separate paid jobs do you currently have?

Note if necessary: If you work at a lot of different places but are paid by one organisation/agency please count this as one job.

ENTER NUMBER OF PAID JOBS		
Don't know	2	
Refused	3	

ASK IF CURRENTLY IN PAID WORK (S5DUM=1) OR IN RELATION TO MOST RECENT PAID JOB (IF S5DUM =2)

A2   IF ONLY ONE PAID JOB AT A1, OR IF RECENTLY LEFT A JOB THEY STARTED AT BEGINNING OF THE TRIAL (S5DUM=2): Thinking about your most recent paid job, approximately when did this start?

IF NECESSARY:

If you have had a contract extension or promotion and are still working at the same company please count this as one job.

PROBE FOR BEST ESTIMATE OF MONTH AND YEAR

ENTER DATE		
Don't know	2	
Refused	3	

A3   IF ONLY ONE PAID JOB AT A1, OR IF RECENTLY LEFT A JOB THEY STARTED AT BEGINNING OF THE TRIAL (S5DUM=2): [In your last paid job] in total, how many hours a week [do/did] you normally spend in paid work?

IF MORE THAN ONE PAID JOB AT A1: Thinking about your main job – by this we mean the one where you work the most hours – how many hours a week do you normally spend in paid work?

Please note: if you travel for your job please only include the hours you are paid for

PROBE FOR BEST ESTIMATE

ENTER NUMBER OF HOURS		
Don't know	2	
Refused	3	

IF DON'T KNOW OR REFUSED (CODES 2-3) AT A3

A3a   Would it be…?

READ OUT. SINGLE CODE.

DP – AUTOMATICALLY CODE ALL RESPONSES TO RANGE

Less than 5 hours	1	
6-10 hours	2	
11-15 hours	3	
16-20 hours	4	
21-25 hours	5	
26-30 hours	6	
31-35 hours	7	
36-40 hours	8	
Over 40 hours	9	
Don't Know	10	

ASK IF CURRENTLY IN PAID WORK (S5DUM=1) OR IN RELATION TO MOST RECENT PAID JOB (IF S5DUM =2)

A4.　**CAN YOU TELL ME ABOUT THE NATURE OF THE WORK YOU [**S5DUM=1 **DO] [**S5DUM=2 **DID] IN YOUR [**S5DUM=1 **MAIN] [**S5DUM=2 **MOST RECENT] JOB? WHAT [**S5DUM=1 **IS] [**S5DUM=2 **WAS] YOUR JOB TITLE AND WHAT [**S5DUM=1 **ARE] [**S5DUM=2 **WERE] YOUR MAIN DUTIES?**

WRITE IN JOB TITLE AND BRIEF DESCRIPTION OF DUTIES –

DO NOT READ OUT. CODE TO LIST OR WRITE IN UNDER OTHER SPECIFY.

Call handler/call centre operator/customer services adviser	1	
Care assistant	2	
Cashier/check out operator/sales assistant	3	
Catering assistant	4	
Cleaner	5	
Data Entry clerk/filing clerk	6	
Groundskeeper/grounds maintenance/gardener	7	
Hairdresser/beautician	8	
Labourer	9	
Security guard/Doorman/Bouncer	10	
Support worker	11	
Warehouse operative/picker/packer	12	
Other (specify)	13	
Don't know/can't remember	14	

A4B.　**[**S5DUM=1 **DO] [**S5DUM=2 **DID] YOU HAVE ANY SUPERVISORY OR MANAGEMENT RESPONSIBILITIES FOR OTHER STAFF IN YOUR [**S5DUM=1 **MAIN] [**S5DUM=2 **MOST RECENT] JOB?**

SINGLE CODE ONLY.

Yes	1	
No	2	
Don't Know	3	

ASK ALL

A4c. And what [**S5DUM=1** does**] [S5DUM=2** did] your employer mainly make or do in the place where you [S5DUM=1 work in your main] [S5DUM=2 worked in your most recent] job?

DO NOT READ OUT. CODE TO LIST OR WRITE IN UNDER OTHER SPECIFY.

Bank/building society/financial services	1	
Car maintenance/garage	2	
Cleaning company	3	
Construction	4	
Food production/manufacture	5	
Hairdressing/beautician services	6	
Hospital/other health services (e.g. GP surgery)	7	
Nursery/other childcare (not school)	8	
Restaurant/hotel/other food and accommodation services	9	
Retail (clothes, supermarket, department store etc.)	10	
School/College	11	
Security	12	
Social care	13	
Warehousing/distribution/delivery	14	
Other (specify)	15	
Don't know/can't remember	16	

ASK ALL

A5. Which of the following best describes your contract in your [s5dum=1 main] [s5dum=2 most recent] job? [s5dum=1 is] [s5dum=2 was] it….

Interviewer note: If respondent does not know what contract they have probe around the answer codes to understand which best fits their current or main job

SINGLE CODE ONLY. READ OUT.

A permanent or open ended job/contract with a fixed or minimum number of hours per week	1	
A temporary fixed term, contract or seasonal job/contract with a specified end date and regular or minimum number of hours	2	
A zero hours contract/job with no specified minimum number of hours and no guarantee of hours from week to week	3	
Something else (specify)	4	
Don't Know	5	

ASK ALL

A6a. What was your take home pay after all deductions the last time you were paid from your [S5DUM=1 main] [S5DUM=2 most recent] job?

If necessary: reassure about confidentiality.

ENTER NUMBER of £	
Don't know	2
Refused	3

DP – automatically code to range shown at A6aa

ASK IF A6A = 2 OR 3

A6aa. Thinking about your average weekly take home pay, was it roughly…?

SINGLE CODE ONLY. READ OUT.

Up to £50	1
More than £50 up to £100	2
More than £100 up to £200	3
More than £200 up to £300	4
More than £300 up to £400	5
More than £400 up to £500	6
More than £500	7
Don't know	8
Refused	9

ASK IF NOT A6AA = 8 OR 9 [DON'T KNOW OR REFUSED]

A6b. What period did this cover?

SINGLE CODE ONLY.

One week	1
Two weeks	2
Three weeks	3
Four weeks	4
Calendar month/five week month	5
Two months	6
Eight times a year	7
Nine times a year	8
Ten times a year	9
Three months	10
Six months	11
One year	12
Less than one week	13
One off/lump sum payment	14
Something else (specify)	15
Don't know	16
REFUSED	17

A6c. **[S5DUM=1 Are] [S5DUM=2 Were]** you paid a fixed hourly rate?

Note: If paid different rates for overtime/working at different rates code 1

Yes	1
No	2
Refused	3

ASK IF A6C = CODE 1

A6d. What **[S5DUM=1 is] [S5DUM=2 was]** your (basic) hourly rate?

Enter amount in £	
National minimum wage (£6.70 for those aged 21 – 24, £5.30 for those aged 18-20)	2
National living wage (£7.20 for those aged 25 and over)	3
Don't know	4
Refused	5

ASK IF CURRENTLY IN PAID WORK (S5DUM=1) OR IN RELATION TO MOST RECENT PAID JOB (IF S5DUM =2)

A7.   And [s5dum=1 do] [s5dum=2 did] you have a set probation period in your [s5dum=1 main] [s5dum=2 most recent] job?

Note if necessary: a probation period is like an extended trial period during which your employer is assessing your suitability for the job, during which you or your employer can end the job at short notice.

SINGLE CODE ONLY.

Yes	1	
No	2	
Don't Know	3	

ASK ALL WHO HAVE PROBATION PERIOD [A7 = 1]

A7a. How long **[S5DUM=1 does] [**S5DUM=2 **did]** the probation period last?

SINGLE CODE ONLY. DO NOT READ OUT.

One month	1	
Two months	2	
Three months	3	
Six months	4	
Other (specify)	5	
Don't Know	6	

ASK ALL WHO HAVE PROBATION PERIOD [A7 = 1]

A7b. As far as you know, **[S5DUM=1 are] [**S5DUM=2 **were]** you able to do any of the following things during your probation period?

SINGLE CODE ONLY. READ OUT. CODE YES, NO OR DON'T KNOW FOR EACH

Apply for a promotion	1	
Request a pay rise	2	
Request additional hours	3	
Apply for another job in the same workplace	4	
Don't Know	5	

ASK ALL

A8. How many other people [S5DUM=1 work] [S5DUM=2 worked] at the site where you worked in your [S5DUM=1 main] [S5DUM=2 most recent] job?

SINGLE CODE ONLY. DO NOT READ OUT.

0 – 4	1	
5 – 9	2	
10 – 19	3	
20 – 49	4	
50 – 99	5	
100 – 249	6	
250+	7	
Don't know	8	

ASK ALL

A9. [S5DUM=1 **Is**] [S5DUM=2 **Was**] the site where you [S5DUM=1 **work**] [S5DUM=2 **worked**] part of a larger organisation with other locations or branches, or [S5DUM=1 **is**] [S5DUM=2 **was**] it the only one?

SINGLE CODE ONLY. DO NOT READ OUT.

Part of a larger organisation	1	
The only one	2	
Don't Know	3	

ASK IF PART OF A LARGER ORGANISATION [A9 = 1]

A10. About how many people work for that organisation as a whole in the UK?

Less than 250	1	
251 – 500	2	
501 – 1000	3	
1001 – 5000	4	
More than 5000	5	
Don't know	6	

ASK ALL

A11. [S5DUM=1 Do] [S5DUM=2 Did] you have a regular supervisor or line manager? By this we mean someone who is directly in charge of your performance and development at work.

Yes	1	
No	2	
Don't Know	3	

ASK ALL

A12. [S5DUM=1 do] [S5DUM=2 did] you have the opportunity for a regular formal performance review at work, such as a written appraisal or Performance Development Review (PDR)?

Yes	1	
No	2	
Don't Know	3	

ASK ALL WHO HAVE APPRAISAL OR PDR (A12 = 1)

A13. **[**S5DUM=1 **Is] [**S5DUM=2 **Was]** your appraisal or PDR directly linked to the possibility of future pay rises?

Yes	1	
No	2	
Don't know	3	

ASK ALL

A14. Thinking about what it [S5DUM=1 is] [S5DUM=2 was] like to work for your employer in your [S5DUM=1 main] [S5DUM=2 most recent] job, to what extent do you agree or disagree that [INSERT STATEMENT]…?

Do you: agree strongly, agree slightly, neither agree nor disagree, disagree slightly or disagree strongly?

READ OUT. SINGLE CODE. ROTATE CODES

	Agree Strongly	Agree Slightly	Neither agree nor disagree	Disagree Slightly	Disagree Strongly	Don't know
You [S5DUM=1 see] [S5DUM=2 saw] colleagues in similar roles to you progressing into better paid jobs	1	2	3	4	5	6
The company prefers to develop people internally rather than hire from outside	1	2	3	4	5	6

ASK ALL

A15. [S5DUM=1 Are] [S5DUM=2 Were] you a member of a trade union or staff association in that job?

DO NOT READ OUT. SINGLE CODE

Yes	1	
No	2	
Don't know	3	

A16   IF MORE THAN ONE PAID JOB AT A1: Thinking about your second job – by this we mean the one where you work the next highest number of hours – how many hours a week do you normally spend in paid work in that job?

NOTE: if you travel as part of your job please only include hours that you are paid for

PROBE FOR BEST ESTIMATE

ENTER NUMBER OF HOURS		
Don't know	2	
Refused	3	

IF DON'T KNOW OR REFUSED (CODES 2-3) AT A16

A17a   Would it be…?

READ OUT. SINGLE CODE.

DP – AUTOMATICALLY CODE ALL RESPONSES TO RANGE

Less than 5 hours	1	
6-10 hours	2	
11-15 hours	3	
16-20 hours	4	
21-25 hours	5	
26-30 hours	6	
31-35 hours	7	
36-40 hours	8	
Over 40 hours	9	
Don't Know	10	

IF MORE THAN ONE PAID JOB AT A1

A18.   Can you tell me about the nature of the work you do in your second job? What is your job title and what are your main duties?

DO NOT READ OUT. CODE TO LIST OR WRITE IN UNDER OTHER SPECIFY.

Call handler/call centre operator/customer services adviser	1	
Care assistant	2	
Cashier/check out operator/sales assistant	3	
Catering assistant	4	
Cleaner	5	
Data Entry clerk/filing clerk	6	
Groundskeeper/grounds maintenance/gardener	7	
Hairdresser/beautician	8	
Labourer	9	
Security guard/Doorman/Bouncer	10	
Support worker	11	
Warehouse operative/picker/packer	12	
Other (specify)	13	
Don't know/can't remember	14	

IF MORE THAN ONE PAID JOB AT A1

A19. Do you have any supervisory or management responsibilities for other staff in that job?

SINGLE CODE ONLY.

Yes	1	
No	2	
Don't Know	3	

IF MORE THAN ONE PAID JOB AT A1

A20. And what does your employer mainly make or do in the place where you work in that job?

DO NOT READ OUT. CODE TO LIST OR WRITE IN UNDER OTHER SPECIFY.

Bank/building society/financial services	1	
Car maintenance/garage	2	
Cleaning company	3	
Construction	4	
Food production/manufacture	5	
Hairdressing/beautician services	6	
Hospital/other health services (e.g. GP surgery)	7	
Nursery/other childcare (not school)	8	
Restaurant/hotel/other food and accommodation services	9	
Retail (clothes, supermarket, department store etc.)	10	
School/College	11	
Security	12	
Social care	13	
Warehousing/distribution/delivery	14	
Other (specify)	15	
Don't know/can't remember	16	

IF MORE THAN ONE PAID JOB AT A1

A21.   Which of the following best describes your contract in that job? Is it….

SINGLE CODE ONLY. READ OUT

A permanent or open ended job/contract with a fixed or minimum number of hours per week	1	
A temporary fixed term, contract or seasonal job/contract with a specified end date and regular or minimum number of hours	2	
A zero hours contract/job with no specified minimum number of hours and no guarantee of hours from week to week	3	
Something else (specify)	4	
Don't Know	5	

IF MORE THAN ONE PAID JOB AT A1

A22a. What was your take home pay after all deductions the last time you were paid from that job?

If necessary: reassure about confidentiality and that all data is only reported anonymously.

ENTER NUMBER of £	
Don't know	2
Refused	3

ASK IF A22A = 2 OR 3

A22aa. Thinking about your average weekly take home pay, was it roughly…?

READ OUT. SINGLE CODE.

Up to £50	1
More than £50 up to £100	2
More than £100 up to £200	3
More than £200 up to £300	4
More than £300 up to £400	5
More than £400 up to £500	6
More than £500	7
Don't know	8
Refused	9

ASK IF A22aa = NOT 2 OR 3 [DON'T KNOW OR REFUSED]

A22b. What period did this cover?

SINGLE CODE.

One week	1
Two weeks	2
Three weeks	3
Four weeks	4
Calendar month/five week month	5
Two months	6
Eight times a year	7
Nine times a year	8
Ten times a year	9
Three months	10
Six months	11
One year	12
Less than one week	13
One off/lump sum payment	14
Something else (specify)	15
Don't know	16
REFUSED	17

IF MORE THAN ONE PAID JOB AT A1

A22c. Are you paid a fixed hourly rate?

Note: If paid different rates for overtime/working at different rates code 1

Yes	1
No	2
Refused	3

ASK IF A22C = CODE 1

A22d. What is your (basic) hourly rate?

Enter amount in £	
National minimum wage (£6.70 for those aged 21 – 24, £5.30 for those aged 18-20)	2
National living wage (£7.20 for those aged 25 and over)	3
Don't know	4
Refused	5

ASK IF THREE OR MORE JOBS AT A1:

A23   Thinking about [A1=3 jobs your] [A1=4+ jobs all your] other job[s] IN TOTAL – not including the two you have just told me about – how many hours a week do you normally spend in paid work in those jobs?

Probe for best estimate

ENTER NUMBER OF HOURS		
Don't know	2	
Refused	3	

IF DON'T KNOW OR REFUSED (CODES 2-3) AT A23

A23a Would it be…?

READ OUT. SINGLE CODE.

DP – AUTOMATICALLY CODE ALL RESPONSES TO RANGE

Less than 5 hours	1	
6-10 hours	2	
11-15 hours	3	
16-20 hours	4	
21-25 hours	5	
26-30 hours	6	
31-35 hours	7	
36-40 hours	8	
Over 40 hours	9	
Don't Know	10	

ASK ALL

A24   How long [If S5DUM=1: have you been working in your current job? If you have more than one job please think about how long you have been working in your longest running job.] [IF S5DUM=2: did you work in your most recent job?]

SINGLE CODE ONLY.

Less than 3 months	1
3 months to less than 6 months	2
6 months to less than a year	3
1 year to less than 2 years	4
2 years to less than 3 years	5
3 years to less than 5 years	6
5 years or more	7
Don't know/can't remember	8

ASK ALL

A24b   And in the past 5 years, that is from 2011 onwards, how much time would you say you have been….

READ OUT. SINGLE CODE EACH.

	Not at all	Less than 1 year	1 – less than 2 years	2 – less than 3 years	3 – less than 4 years	4 – less than 5 years	All 5 years
In full time education or training							
Claiming Jobseeker's Allowance, Universal Credit or income support whilst out of work							
Claiming Employment and Support Allowance due to sickness/disability whilst out of work							
Not working for some other reason such as caring for children or older relatives							
In work and not receiving any in work benefits							
In work and receiving in work benefits e.g. tax credits or Universal Credit							

ASK ALL WHO HAVE A JOINT CLAIM (S8 = 1)

A25   And which of the following describes your partner's main employment status at the moment?

READ OUT. SINGLE CODE.

Self employed	1	
Working for an employer in paid employment	2	
Not working in paid employment	3	

ASK IF PARTNER IS IN WORK (A25=1 OR 2)

A25a How many hours a week does your partner normally spend in paid work?

Probe for best estimate

ENTER NUMBER OF HOURS		
Don't know	2	
Refused	3	

IF DON'T KNOW OR REFUSED (CODES 2-3) AT A25A

A25b Would it be…?

READ OUT. SINGLE CODE.

DP – AUTOMATICALLY CODE ALL RESPONSES TO RANGE

Less than 5 hours	1	
6-10 hours	2	
11-15 hours	3	
16-20 hours	4	
21-25 hours	5	
26-30 hours	6	
31-35 hours	7	
36-40 hours	8	
Over 40 hours	9	
Don't Know	10	

ASK IF PARTNER IS IN WORK (A25=1 OR 2)

A26.   And can you tell me what is their average weekly <u>take home pay</u>? Please give an amount after tax.

ENTER NUMBER of £ PER WEEK (ALLOW BANDED RESPONSE TO BE GIVEN IF RESPONDENT PREFERS THIS)	
Don't know – on the national minimum wage	1
Don't know	2
Refused	3

ASK IF A26 = 2 OR 3

A26a. Is it?

SINGLE CODE ONLY. READ OUT.

Up to £50	1
More than £50 up to £100	2
More than £100 up to £200	3
More than £200 up to £300	4
More than £300 up to £400	5
More than £400 up to £500	6
More than £500	7
Don't know	8
Refused	9

ASK ALL

A27   And can I just check, have you [IF S8 = 1: or your partner] received Jobseeker's Allowance at any point in the last 2 years?

[IF S4b=1 IF 'YES': which one of you, or have both of you?]

SINGLE CODE.

Yes, respondent has	1	
IF S8 = 1 Yes, partner has	2	
IF S8 = 1 Both have	3	
IF S8 = 1 Neither have/IF S8 = 2 No	4	
Don't know	5	

ASK ALL WHO HAVE RECEIVED JSA IN LAST 2 YEARS (A27=1 OR 3)

A28

To what extent do you agree or disagree that, compared to JSA, Universal Credit is: [INSERT STATEMENT]…?

Do you: agree strongly, agree slightly, neither agree nor disagree, disagree slightly or disagree strongly?

READ OUT. SINGLE CODE.

	Agree Strongly	Agree Slightly	Neither agree nor disagree	Disagree Slightly	Disagree Strongly	Don't know
Easier to claim	1	2	3	4	5	6
A better financial incentive to work	1	2	3	4	5	6
A better reward for small amounts of work	1	2	3	4	5	6
A better financial incentive to increase your earnings/hours	1	2	3	4	5	6

B   IWP – INTERACTIONS WITH AND SUPPORT FROM JOBCENTRE PLUS

I would now like to ask you some questions about the support you may have received from Jobcentre Plus as part of a trial to help you get further in work.

ASK ALL

B1   Did the Jobcentre Plus adviser explain the conditions of claiming Universal Credit while working during your first interview when starting the trial? This may have been called a Work Focused Interview and would have taken place around [TRIAL START DATE].

SINGLE CODE.

Yes	1	
No	2	
Don't know	3	
Refused	4	

ASK ALL WHO RECALL THE CONDITIONS BEING EXPLAINED (B1=1)

B2   How well did you understand the conditions of working and claiming Universal Credit as explained to you during that initial interview?

READ OUT. SINGLE CODE.

Very well	1	
Quite well	2	
Not very well	3	
Not at all well	4	
DO NOT READ OUT: Don't remember that part of the interview	5	
DO NOT READ OUT: Don't know how to answer	6	

ASK ALL WHO RECALL THE CONDITIONS BEING EXPLAINED (B1=1)

B2b   Can you tell me what the conditions of working and claiming Universal Credit are?

DO NOT READ OUT. MULTI CODE OK.

I'm responsible for increasing my hours either in my current job or an additional job so I no longer need to claim UC	1	
I'm responsible for increasing my earnings so I no longer need to claim UC	2	
I have to stick to the conditions of my Claimant Commitment	3	
I have to attend regular meetings with Jobcentre Plus as required	4	
You can earn up to a certain amount per week/month before Universal Credit starts to reduce	5	
You can only work up to 16 hours a week and claim Universal Credit	6	
Something else (specify)	7	

ASK ALL IN GROUPS 1 AND 2

B3   Were you ever told by an adviser that your Universal Credit might be reduced or stopped if you did not agree to certain conditions?

SINGLE CODE.

Yes	1	
No	2	
Don't know	3	
Refused	4	

ASK ALL

B4   At the end of your initial interview, when starting the trial, you would have signed a Claimant Commitment. This sets out your responsibilities as part of claiming Universal Credit and working. Do you remember signing this document?

SINGLE CODE.

Yes	1	
No	2	
Don't know	3	

ASK ALL WHO RECALL CLAIMANT COMMITMENT (B4=1)

B5   What actions were agreed in your Claimant Commitment?

DO NOT READ OUT. PROBE FULLY.

To look and apply for work/job search (hours not specified)	1	
To look and apply for work for a particular number of hours (if respondent specifies hours please include here)	2	
To log on to Universal Job Match	3	
To update my CV	5	
To increase my hours in current job	6	
To increase my earnings in current job	7	
To meet my Work Coach/Adviser at particular intervals	8	
To inform Jobcentre Plus/'Universal Credit' if anything changes	9	
To investigate training or promotion opportunities in my current job	10	
Other (specify)	11	
Don't know	12	
Refused	13	

ASK ALL

B6   How often [S12=1 or S12=2 do] [S12=3 did] you discuss and review the actions in your Claimant Commitment with your Work Coach? This meeting could be held on the telephone or in person and may be called a 'Work Focused Review' [S12=1 or S12=2 Is] [S12=3 Was] it…?

SINGLE CODE ONLY.

Once every 8 weeks (roughly every 2 months)	1	
Once every 2 weeks (roughly twice per month)	2	
You have only ever had one or two of these discussions	3	
Or some other frequency (please specify)	4	
DO NOT READ OUT: Don't know	5	

ASK ALL

B7 [S12=1 or S12=2 Are] [S12=3 Were] these Work Focused Review discussions/ meetings mainly held face to face or over the telephone?

SINGLE CODE ONLY.

Mainly face to face	1	
Mainly by phone	2	
A mixture of face to face and by phone	3	
DO NOT READ OUT: Don't know	4	

ASK ALL

B8 How easy or difficult [S12=1 or S12=2 has it been] [S12=3 was it] for you to combine attending these Work Focused Reviews with working?

SINGLE CODE ONLY.

Very easy	1	
Fairly easy	2	
Neither easy or difficult	3	
Fairly difficult	4	
Very difficult	5	
DO NOT READ OUT: Don't know	6	

ASK ALL

B9 [S12=1 or S12=2 Do] [S12=3 Did] you ever have extra meetings or phone calls with your adviser, between your regular Work Focused Reviews?

SINGLE CODE ONLY.

Yes	1	
No	2	
DO NOT READ OUT: Don't know	3	

IF YES (CODE 1 AT B9)

B10   How many extra meetings or phone calls [S12=1 or S12=2 have you had] [S12=3 did you have] with your adviser?

SINGLE CODE ONLY.

One or two	1	
Three or four	2	
Five or more	3	
DO NOT READ OUT: Don't know	4	

IF YES (CODE 1 AT B9)

B11   And why [S12=1 or S12=2 have you had] [S12=3 did you have] these extra meetings or phone calls?

MULTICODE OK. DO NOT READ OUT. RANDOMISE 1 – 6

I asked to see my adviser more often	1	
My adviser wanted to see me more often	2	
To discuss/get advice about particular issues I had in my job	3	
To discuss/get advice about particular issues I was having in meeting the actions in my Claimant Commitment	4	
To discuss/get advice about training	5	
To discuss/change an existing appointment	6	
Some other reason (specify)	7	
DO NOT READ OUT: Don't know	8	

ASK ALL

B12   Has the content in your Claimant Commitment been updated or changed since it was first agreed?

SINGLE CODE ONLY.

Yes	1	
No	2	
DO NOT READ OUT: Don't know	3	

ASK ALL

B13   Has your adviser at Jobcentre Plus ever done any of the following since you started work?

MULTICODE OK. READ OUT.

Sent you to/told you about the National Careers Service	1	
Sent you to/told you about a job-related training course	2	
Paid for job related training or equipment to help you to get further in work or increase your earnings. ADD IF NECESSARY: Your adviser may have referred to this as the Flexible Support Fund.	3	
Sent you to another organisation for advice or support about getting further at work (specify) INTERVIEWER: Include private training/employment agencies and graduate careers services here	4	
None of these (SINGLE CODE ONLY)	5	
DO NOT READ OUT: Don't know	6	

ASK ALL WHO HAVE HAD ANY REFERRALS/ADDITIONAL SUPPORT FROM FLEXIBLE SUPPORT FUND AT B13

B14   ASK FOR EACH TYPE MADE:

You said your adviser [textfill from B13]. How useful was this?

SINGLE CODE EACH REFERRAL. READ OUT.

Very useful	1	
Fairly useful	2	
Not very useful		
Not useful at all	3	
DO NOT READ OUT: Don't know	4	

ASK ALL

B15   And do any of the following apply since [month and year trial start date from sample]…

MULTICODE OK. READ OUT.

My employer has sent me on training/provided internal training for me to attend	1	
I have taken part in/signed up for job-related training that I found out about myself	2	
None of these [Single code only]	3	

ASK ALL WHO HAVE HAD ANY ADDITIONAL TRAINING AT B15

B16   ASK FOR EACH TYPE MADE:

How useful was [IF CODE 1 AT B15: the training provided by your employer/IF CODE 2 AT B15: the job-related training course you found out about yourself]?

SINGLE CODE EACH REFERRAL. READ OUT.

Very useful	1	
Fairly useful	2	
Not very useful		
Not useful at all	3	
DO NOT READ OUT: Don't know	4	

ASK ALL

B17   As you may know, some people receiving Universal Credit need to meet certain conditions in order to keep receiving it. Failure to meet these conditions may result in Universal Credit being reduced or stopped.

Can you tell me which of the following conditions may lead to Universal Credit being reduced or stopped?

READ OUT. MULTICODE OK. RANDOMISE CODES 1 – 6

Not doing everything reasonable to look for additional work	1	
Not doing everything reasonable to increase earnings	2	
Not doing something in the Claimant Commitment	3	
Not attending a scheduled meeting with an adviser	4	
Not doing a particular action/activity as instructed by an adviser	5	
Not applying for a job an adviser has suggested	6	
DO NOT READ OUT: Other (SPECIFY)	7	
DO NOT READ OUT: Don't know	8	
DO NOT READ OUT: Refused	9	

ASK ALL

B18   Knowing that Universal Credit could be reduced or stopped if certain requirements are not met, [S12=1 or S12=2 does] [S12=3 did] it make you more likely to meet these requirements or [S12=1 or S12=2 does] [S12=3 did] it make no difference?

IF NO DIFFERENCE PROBE FOR WHY AND CODE TO LIST.

DO NOT READ OUT. SINGLE CODE.

Yes – more likely to meet requirements	1	
No – makes no difference as I am already motivated enough/doing those things anyway	2	
No – makes no difference as losing the money would not really have an impact on me	3	
No – makes no difference as I feel I am working as much as I can/want to anyway	4	
Not sure/depends	5	
Other (specify)	6	
Refused	7	

ASK ALL

B19   And [S12=1 or S12=2 does] [S12=3 did] it make you more likely to take steps to increase your earnings, or [S12=1 or S12=2 does] [S12=3 did] it make no difference?

DO NOT READ OUT. SINGLE CODE.

Yes – more likely to meet requirements	1	
No – makes no difference as I am already motivated enough/trying to do that anyway	2	
No – makes no difference as losing the money would not really have an impact on me	3	
No – makes no difference as I feel I am earning as much as I can/want to anyway	4	
Not sure/depends	5	
Other (specify)	6	
Refused	7	

C   IWP – ATTITUDES, ACTIONS AND OUTCOMES TO DATE

ASK ALL

C1   Since you started the trial around [TRIAL START DATE] have you done any of the following...........?

READ OUT. MULTICODE OK. RANDOMISE Codes 1 – 11

Tried to get a pay rise in your current job	1	
Talked about progression opportunities with your manager	2	
Looked for a new job to replace your [S5DUM=1 current] [S5DUM=2 previous] paid job	3	
Looked for another job alongside your [S5DUM=1 current] [S5DUM=2 previous] paid job	4	
Requested additional hours in your [S5DUM=1 current] [S5DUM=2 previous] paid job	5	
Found out about promotion/development opportunities in your [S5DUM=1 current] [S5DUM=2 previous] job	6	
Applied for a promotion in your [S5DUM=1 current] [S5DUM=2 previous] job	7	
Applied for a different job with the same employer	8	
Found out about training courses which could improve your qualifications/skills	9	
Started or completed a training course(s) to improve your qualifications/skills	10	
Something else (SPECIFY)	11	
DO NOT READ OUT Don't know	12	
None of these	13	

ASK IF ANY CODE 1- 11 AT C1

C2   Have any of the following things happened as a result of the action you have taken to increase your hours or income?

READ OUT. MULTICODE OK. RANDOMISE CODES 1 – 5

You have a new job to replace [A1>1 one of your current jobs] [A1=1 your current job] [S5Dum = 2 your previous job]	1	
You have another job alongside your current paid [A1>1 jobs] [A1=1 job] [S5Dum = 2 your previous job]	2	
Your total working hours have increased	3	
[S5Dum = 2 You were promoted in your previous job] [A1>1 You have been promoted in one of your jobs] [A1=1 You have been promoted]	4	
You have gained a qualification/certificate that will improve your opportunities for progression in the longer term	5	
You have had a pay rise If necessary: Please do not include a pay increase due to the introduction of National Living Wage	6	
Don't know	7	
None of these	8	

ASK IF ANY CODE 1- 6 AT C2

C3   And have any of these things resulted in what you consider will be a long term increase in your earnings? By long term, we mean that you expect it to last for six months or more.

SINGLE CODE ONLY.

Yes	1	
No	2	
Don't know/too early to tell	3	

ASK ALL WHO HAVE ALREADY EXPERIENCED AN INCREASE IN EARNINGS BROUGHT ABOUT BY IWP RELATED ACTIONS (CODE 1 AT C3)

C4   By how much have your earnings increased since you started the trial in [date derived from sample – PLEASE USE TRIAL START DATE HERE NOT UC CLAIM START DATE]?

ALLOW RESPONSE IN £S PER HOUR, PER WEEK OR PER MONTH.

WRITE IN THE AMOUNT OF INCREASED EARNINGS, CODE TO HOUR, WEEK OR MONTH.	1	
Don't know	2	

ASK ALL

C5   How far do you agree or disagree with the following statements:

Do you: agree strongly, agree slightly, neither agree nor disagree, disagree slightly or disagree strongly?

SINGLE CODE PER STATEMENT. REVERSE ORDER OF STATEMENTS.

RANDOMISE	Agree Strongly	Agree Slightly	Neither agree nor disagree	Disagree Slightly	Disagree Strongly	DK
I [S5DUM=1 feel] [S5DUM=2 felt] confident about talking to my employer about increasing my hours	1	2	3	4	5	6
b. I [S5DUM=1 feel] [S5DUM=2 felt] confident about talking to my employer about increasing my earnings	1	2	3	4	5	6
c. If my employer [S5DUM=1 says] [S5DUM=2 said] they [S5DUM=1 will] [S5DUM=2 would] not increase my hours I [S5DUM=1 will] [S5DUM=2 would] be able to discuss this with them	1	2	3	4	5	6
d. If my employer [S5DUM=1 does] [S5DUM=2 did] not want to increase my pay I [S5DUM=1 will be] [S5DUM=2 would have been] able to respond with good reasons why they should	1	2	3	4	5	6
e. I need to improve my skills and qualifications before I can get further at work	1	2	3	4	5	6
f. My employer [S5DUM=1 offers] [S5DUM=2 offered] me opportunities to progress in my [S5DUM=1 current] [S5DUM=2 previous] job	1	2	3	4	5	6
g. At the moment my biggest priority is [S5DUM=1 keeping my current job] [S5DUM=2 finding a job] rather than looking to get further at work	1	2	3	4	5	6

ASK ALL

C6   How would you rate the advice and support you have received from Jobcentre Plus to help you increase your earnings at work?

Would you say it is….

SINGLE CODE. READ OUT.

Very good	1	
Good	2	
Neither good nor poor	3	
Poor	4	
Very poor	5	
Don't know	6	

ASK ALL

C7   How far do you agree or disagree with the following statements:

Do you: agree strongly, agree slightly, neither agree nor disagree, disagree slightly or disagree strongly?

SINGLE CODE PER STATEMENT. RANDOMISE ORDER OF STATEMENTS.

RANDOMISE	Agree Strongly	Agree Slightly	Neither agree nor disagree	Disagree Slightly	Disagree Strongly	DK
a. People who work full-time gain more respect	1	2	3	4	5	6
b. The people who depend on me would rather I did not work more hours	1	2	3	4	5	6
c. It only makes sense to work more hours when you need the money	1	2	3	4	5	6
d. I feel under pressure from friends and family to earn more money	1	2	3	4	5	6
e. I have made a commitment to myself to increase my earnings by a certain date	1	2	3	4	5	6
f. Becoming self-sufficient and not relying on benefits to top up my earnings is a priority for me	1	2	3	4	5	6

ASK ALL

C8   How important is it to you personally to progress in work by increasing your earnings a) now and b) in the next 3 years? Is it….

READ OUT. SINGLE CODE.

		a) NOW	b) NEXT 3 YEARS
Very important	1		
Fairly important	2		
Not very important	3		
Not important at all	4		
Don't know	5		

ASK ALL

C9   What do you think are the main things which [S5DUM=1 make] [S5DUM =2 would make] it difficult for you to progress further in work by increasing your earnings?

MULTICODE OK. DO NOT READ OUT.

Lack of skills/qualifications	1	
Not enough full time jobs available/too many part-time or zero hours contracts	2	
Not enough well paid jobs/too many minimum wage jobs	3	
Having to pay more for childcare if I do more hours	4	
Travel costs/transport difficulties including lack of car/ ability to drive	5	
Caring responsibilities which limit the amount of hours they can work	6	
Employer does not allow second jobs	7	
Poor employment record/lack of work experience	8	
Criminal record	9	
Debt	10	
Health issues	11	
Lack of opportunities for training/staff development in current job	12	
Lack of funds to pay for training to improve my skills	13	
Lack of jobs which I have experience or interest in/which I feel are suitable for me	14	
Need to wait until probationary period ends	15	
Other (specify)	16	
Don't know	17	

ASK ALL WHO CODE 1-14 AT C9

C10   And what if anything could help you overcome this/these issues….

MULTICODE OK. DO NOT READ OUT.

More support from my employer	1	
More support from Jobcentre Plus	2	
More support from my family	3	
More personal motivation	4	
Other (specify)	5	
Don't know	6	

ASK ALL

C11   And for our last question in this section… thinking about all aspects of your life, on a scale of 0 to 10, where 0 is "not at all" and 10 is "completely"

If necessary: We are interested in capturing this information to understand more about national well-being

	0	1	2	3	4	5	6	7	8	9	10	Don't know	Refused
Overall, how satisfied are you with your life nowadays													

D   ADDITIONAL DEMOGRAPHICS

ASK ALL

Thanks, the survey is nearly finished. I would now like to ask a few final questions about you, this is just so we can group your answers together with other people like you for our analysis.

ASK IF NOT ON SAMPLE

D1.   What was your age at your last birthday?

WRITE IN AGE.	1
Don't know	2
Refused	3

IF DON'T KNOW OR REFUSED (CODES 2 OR 3) AT D1

D1b.   Are you…?

READ OUT. SINGLE CODE.

16-17	1	
18-24	2	
25-34	3	
35-44	4	
45-54	5	
55-60	6	
61-64	7	
65 or older	8	
Don't Know	9	
Refused	10	

ASK ALL

D2.   Are you...

READ OUT. SINGLE CODE.

Single or engaged – but NOT living with a partner	1	
Married	2	
In a civil partnership	3	
Living with a partner but not married	4	
Divorced	5	
Separated	6	
Widowed	7	
Other (WRITE IN)	8	
DO NOT READ OUT: Don't know	9	
DO NOT READ OUT: Refused	10	

RECORD IF NOT ON SAMPLE

D3.   (DO NOT ASK) RECORD GENDER

SINGLE CODE.

Male	1	
Female	2	
Don't know	3	

ASK ALL

D4   How would you describe your ethnic background?

DO NOT read out. SINGLE CODE.

WHITE British	1	
WHITE Irish	2	
WHITE Other background (SPECIFY)	3	
MIXED White and Black Caribbean	4	
MIXED White and Black African	5	
MIXED White and Asian	6	
MIXED Other mixed background	7	
BLACK OR BLACK BRITISH Caribbean	8	
BLACK OR BLACK BRITISH African	9	
BLACK OR BLACK BRITISH Other background	10	
ASIAN OR ASIAN BRITISH Indian	11	
ASIAN OR ASIAN BRITISH Pakistani	12	
ASIAN OR ASIAN BRITISH Bangladeshi	13	
ASIAN OR ASIAN BRITISH Other background	14	
CHINESE	15	
OTHER ETHNIC BACKGROUND (SPECIFY)	16	
DO NOT READ OUT: Don't know/Refused	17	

ASK ALL

D5   Which of these is the highest level of qualification you have?

READ OUT. SINGLE CODE.

Degree level or above (including postgraduate qualifications)	1	
2 or more A-Levels, NVQ Level 3, BTEC Level 3 Diploma or equivalent	2	
1 A-Level or equivalent, 5 or more GCSEs of grade A*-C or equivalent, NVQ Level 2, BTEC level 2 diploma or equivalent	3	
GCSEs of less than A*-C or equivalent, NVQ Level 1	4	
Something else (Specify)	5	
No qualifications	6	
Don't know	7	

ASK ALL

D5M   Which of these best describes the accommodation you are living in at the moment?

READ OUT. SINGLE CODE.

Rented privately	1	
Rented from a council or local authority	2	
Rented from a Housing Association	3	
Being bought on a mortgage/bank loan	4	
Shared ownership where you pay part rent and part mortgage	5	
Owned outright	6	
Living with friends/relatives and paying some rent	7	
Living with friends/relatives and not paying any rent	8	
You are living in temporary or sheltered accommodation or are rough sleeping	9	
Something else (SPECIFY)	10	
Don't know	11	
None of these	12	
Refused	13	

ASK IF TENURE IS RENTED OR PART-RENTED (D5=1,2,3 OR 5)

D6M   [S12DUM=1 OR 3 OR 5 OR 6: Do you; S12DUM=2 OR 4: Did you] receive help towards your housing costs as part of your Universal Credit claim?

SINGLE CODE.

Yes	1	
No	2	
Don't know	3	

ASK ALL

D6   Do you have any physical or mental health conditions or illnesses lasting or expecting to last for 12 months or more?

READ OUT. SINGLE CODE.

Yes	1	
No	2	
Don't know	3	
Refused	4	

ASK ALL WITH PHYSICAL/MENTAL DISABILITY (D7=1)

D7   Does your condition or illness reduce your ability to carry out day to day activities? Would you say…

INTERVIEWER: IF RESPONDENT HAS MORE THAN ONE CONDITION/ILLNESS THEN CODE 1 OR 2 IF ANY REDUCE ABILITY.

READ OUT. SINGLE CODE.

It does – a lot	1	
It does – a little	2	
No, not at all	3	
Don't know	4	

E   FOLLOW UP AND DATA LINKING

ASK ALL

E1   That just about brings me to the end of this interview. Thank you for participating in this survey. As part of this research we would really like to speak to you again in a few months' time about your further experiences of getting on at work and building a career.

This would mean someone contacting you again to ask if you might participate in further research. If you are re-contacted, you will still be able to decline to participate if you wish.

Are you happy for Ipsos MORI to keep your contact details and to be re-contacted about the next part of this research?

READ OUT. SINGLE CODE.

Yes	1	
No	2	
Don't know	3	

IF CONSENT TO recontact (E1=1)

E2   And could I just check, is [NUMBER] the best number to call you on?

SINGLE CODE.

Yes	1	
No – write in number	2	

IF CONSENT TO recontact (E1=1)

E3   And could I take another number such as a mobile number; just to make sure I'm able to reach you?

SINGLE CODE.

RECORD NUMBER	1	
No other number	2	

IF CONSENT TO recontact (E1=1)

E4   In case we can't reach you by phone, could I also take your email address if you have one?

SINGLE CODE.

RECORD EMAIL ADDRESS	1	
Does not have an email address	2	
Doesn't know email address	3	
Refused	4	

ASK ALL

E5   Thank you for participating in this survey.

The Department for Work and Pensions (DWP) would like to add information held on your benefits, employment, tax, national insurance, savings and private pensions to your answers to this survey. This will give them a better picture of customers of Jobcentre Plus and how they can best be supported to progress in work.

If you agree, we will pass your survey responses, name, address and sex to DWP. DWP will use this information to find your records and add them to your answers. All information will be used for research and statistical purposes only. Your personal details will, of course, be kept completely confidential and your dealings with DWP will not be affected in any way.

The findings from this research will be published on the DWP website in February 2018.

If respondent asks: the DWP website is DWP.gov.uk

Can you confirm you have understood the purpose of this survey and how your data will be used?

SINGLE CODE.

Yes	1	
No	2	
Don't know – need further information	3	

If AGREE (E5A = 1)

E5b Would it be okay to pass your name, address and sex to DWP?

SINGLE CODE.

Yes	1	CLOSE
No	2	CLOSE
Don't know – need further information	3	GO TO E6

READ OUT TO those who need further information (E5A=3 OR E5B=3)

E6   The Department for Work and Pensions holds information about benefits, employment, tax, national insurance, savings and private pensions. We would like to add this information to your answers from the questions we have just asked you, to…

- Create a more accurate picture of people's work history, benefits and needs.
- Help researchers and policymakers to be better informed in their work to improve the services Jobcentre Plus provides.
- We will only do this if you give your permission to link the information we already hold about you to the answers you have given in the survey today.
- The information will only be used for research and statistics.
- The information will be kept confidential.
- Names and addresses are never included in the results and no individual can be identified from the research.

- Your personal details will not be passed to anyone else outside the research team and the Department for Work and Pensions.
- The information will not be used to work out whether anyone is claiming benefits they should not be.
- Any current or future claims for benefits will not be affected.

ASK IF CODE (E5A = 3)

E6a Can you confirm you have understood the purpose of this survey and how your data will be used?

SINGLE CODE.

Yes	1	Go to E6b
No	2	CLOSE

ASK IF E5B=3 OR E6A=1 or

E6B Would it be okay to pass your name, address and sex to DWP?

SINGLE CODE. DO NOT READ OUT.

Yes	1	CLOSE
No	2	CLOSE
Don't know	3	CLOSE

READ TO ALL

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

THANK RESPONDENT AND CLOSE

Universal Credit: In-Work Progression Randomised Controlled Trial

Wave 2 Questionnaire

SCREENER

ASK PERSON WHO ANSWERS PHONE

S1   Good morning/afternoon/evening. My name is **[NAME]** and I'm calling from Ipsos MORI on behalf of the Department for Work and Pensions (DWP). Please can I speak to **[NAME FROM SAMPLE]**?

ADD IF NECESSARY: We are conducting some research on behalf of the DWP that we hoped **[NAME FROM SAMPLE]** could spare some time to help us with.

Respondent answers phone	1	CONTINUE
Transferred to respondent	2	
Hard appointment	3	MAKE APPOINTMENT
Soft Appointment	4	
Refusal	5	CLOSE
Not available in deadline	6	
Engaged	7	
Fax Line	8	
No reply/Answer phone	9	
Business Number	10	
Dead line	11	

ASK ALL

S2   Good morning/afternoon/evening, my name is **[NAME]**, calling from Ipsos MORI, an independent market research company. We're conducting research on behalf of the Department for Work and Pensions (DWP).

We spoke to you a year ago – on **[INSERT INTERVIEW DATE FROM SAMPLE]** – about your experience of claiming Universal Credit. At that time, you agreed we could call you back to catch up on your experiences. You may remember that we recently sent you a text message or letter to remind you that we'd be in touch.

The survey is part of a trial to find out how Jobcentre Plus can best support people who start work and still need to claim Universal Credit to top up their income. The results will help DWP to understand more about people in this situation and decide which types of support work best for them. Taking part in this research will not have any impact on any benefits you are claiming now or in the future.

INTERVIEWER NOTE IF PERSON SAYS THEY ARE NO LONGER WORKING OR CLAIMING UC: It is really important for us to speak to people about their experiences even if they are no longer in work or claiming Universal Credit.

ADD IF NECESSARY: Any information you provide will be held in the strictest of confidence and will be handled securely throughout the study in line with the requirements of the Data Protection Act (1998). The information you provide will be used only for research purposes and the research findings will not identify you.

Is now a good time to speak to you? It should take around 20 minutes.

SINGLE CODE

Yes	1	
No	2	THANK AND CLOSE
Don't know [Ask if they would like further information or time to consider]	3	IF THEY WOULD NOT LIKE FURTHER INFORMATION OR TIME TO CONSIDER THANK AND CLOSE

Continue		CONTINUE
Referred to someone else in household (must be named respondent on sample) NAME_____	1	TRANSFER AND RE-INTRODUCE
Hard appointment	2	MAKE APPOINTMENT
Soft appointment	3	
Refusal	4	THANK AND CLOSE
Refusal – taken part in recent survey	5	
Not available in deadline	6	

S3   This call may be recorded for quality and training purposes only.

<div style="border:1px solid #333; background:#dfe8cf; padding:1em;">

REASSURANCES TO USE IF NECESSARY

(UC claimants ONLY): the interview will take around 20 minutes to complete.

Please note that unless you give permission your answers will not be reported to our client in any way that would allow you to be identified.

Respondents' contact details were supplied to Ipsos MORI securely by the DWP.

If respondent wishes to confirm validity of survey or get more information about aims and objectives, they can call:

MRS: Market Research Society on 0500396999

Ipsos MORI: [contact name]: 0207 7347 xxxx

</div>

SCREENING AND CONTEXTUAL INFORMATION

I would like to start by taking some details to understand if your circumstances have changed since we last spoke to you:

ASK ALL

S12   Are you (if W1 S8 = 1 and/or your partner] currently claiming Universal Credit?

Interviewer note: If they have an open claim for Universal Credit please code 1 even if they are not currently receiving payments.

READ OUT. SINGLE CODE.

Yes, currently claiming Universal Credit	1	
No, your Universal Credit claim has ended	3	
Don't know	4	

If YES at S12

S8   Are you claiming Universal Credit as part of a couple, or as a single person?

ADD IF NECESSARY: Do you receive one amount as a joint claim for both you and your partner, or do you just receive an amount for yourself and your partner has another arrangement?

SINGLE CODE

As a couple/joint claim	1	
As a single claimant	2	
Don't know	3	

ASK ALL

S9   Do you have any children of your own currently living in your household?

IF NECESSARY: Please only include children under the age of 16, aged 16 or 17 but not in work, education or training, or under the age of 20 who are still in full-time education or training, who live with you and who you are responsible for.

SINGLE CODE.

Yes	1	
No	2	
Don't know	3	

ASK ALL WITH CHILDREN (S9=1)

S10a How many children do you have in the following age groups?

READ OUT. SINGLE CODE.

Children aged 1 or less	1	
Children aged 2 years	2	
Children aged 3-4 years	3	
Children aged 5-11 years	4	
Children aged 12-15 years	5	
Children aged 16+	6	
Don't know	7	

ASK ALL WHO HAVE A JOINT CLAIM (S8 = 1) BUT DID NOT AT W1 (W1 S8 = 2)

S10b Are the one who deals with/dealt with the claim the most, your partner does, or you both deal with it equally?

INTERVIEWER NOTE: BY DEALING WITH THE CLAIM WE MEAN THE PERSON WHO DEALS WITH THE PAPERWORK, FORMS, CALLS AND MEETINGS WITH THE JOBCENTRE.

SINGLE CODE.

Respondent	1	
Partner	2	
Equally	3	
Don't know	4	

ASK ALL WITH CHILDREN (S9=1) AND WHO HAVE A JOINT CLAIM (S8 = 1) BUT DID NOT HAVE JOINT CLAIM AT W1 (W1 S8 = 2)

S11 ALL UNIVERSAL CREDIT SAMPLE: As part of your Universal Credit claim were you allocated as the lead carer for your **(ONE CHILD IN TOTAL AT S10A:** child**/ MORE THAN ONE CHILD IN TOTAL AT S10A:** children**),** or was that your partner? This would have been the lead carer agreed with Jobcentre Plus.

IF DON'T KNOW AT ABOVE PROMPT: Would you say that you are the lead carer for your **(ONE CHILD IN TOTAL AT S10A:** child**/MORE THAN ONE CHILD IN TOTAL AT S10A:** children**),** or that it is your partner?

IF NECESSARY: By 'lead carer' I mean the person who spends most time on childcare responsibilities. This would have been the lead carer agreed with Jobcentre Plus.

Respondent is lead carer	1	If Lead Carer AND Code 1 at S10a – thank and close.
Partner is lead carer	2	
Don't know	3	

ASK ALL NOT NOW RECEIVING UNIVERSAL CREDIT (S12=3)

S13A For about how many months did you **[IF S8 = 1,** and your partner] receive Universal Credit?

ENTER NUMBER OF MONTHS [NUMERICAL]		
Less than a month	1	
Don't know	7	

ASK ALL NOT NOW RECEIVING UNIVERSAL CREDIT (S12=3)

S14   Can I just check, why did your claim for Universal Credit end?

READ OUT. SINGLE CODE.

You are no longer eligible for Universal Credit as your household income has gone above the earnings threshold	1	
You withdrew/cancelled your claim for Universal Credit even though you were still eligible for it	2	
Some other reason (please specify)	3	
Don't know	4	

ASK ALL WHO WITHDREW CLAIM FOR UNIVERSAL CREDIT (S14=2)

S15   What were the reasons why you withdrew your claim for Universal Credit?

If necessary interviewer add: Unless you give your permission, your answers will not be reported to DWP in any way that would allow them to identify you. **Your answers will not affect any future or current claims for Universal Credit or any other benefit**

DO NOT READ OUT. MULTI CODE OK.

Didn't want to attend meetings/phone calls with Jobcentre Plus	1	
Found it too difficult to attend meetings/phone calls with Jobcentre Plus due to work commitments	2	
The money received from Universal Credit wasn't worth the effort of having to find more hours/increase earnings	3	
Felt under too much pressure to earn more money	4	
Felt under too much pressure to work more hours	5	
Had a poor relationship with the Work Coach	6	
Didn't feel Jobcentre Plus support was sufficient	7	
Didn't want to be sanctioned	8	
Didn't want to earn more money and didn't need the top-up from Universal Credit	9	
Started full-time education	10	
Other (specify)	11	

A   Employment and Work History

I would like to start by finding out about what you are currently doing.

ASK ALL

S5   Which of the following describes your current employment status?

read out. multi code ok FOR 1 AND 2. Code 3 exclusive.

Self employed	1	
Working for an employer in paid employment	2	
Not working in paid employment or self-employment	3	Exclusive

ASK IF S5=1 AND 2

S5b   And which of these is your main source of income?

single code.

Self-employment	1	
Work for an employer	2	

ASK IF CURRENTLY IN WORK (S5=1 or 2)

A1   How many separate jobs do you currently have?

NOTE IF NECESSARY: **IF YOU WORK AT A LOT OF DIFFERENT PLACES BUT ARE PAID BY ONE ORGANISATION/AGENCY PLEASE COUNT THIS AS ONE JOB.**

ENTER NUMBER OF JOBS		
Don't know	2	
Refused	3	

ASK IF WORKING AT WAVE 1 (W1 S5=2) AND WORKING AT W2 (S5=1 OR 2)

A4d   When we spoke last your [main IF MORE THAN 1 JOB AT W1 A4] job was working as a [PULL FROM W1 A4] in [PULL FROM W1 A4C] on a [permanent/ temporary/zero hours contract – DELETE AS APPLICABLE BASED ON W1 A5]. Are you still working in that job?

READ OUT. SINGLE CODE. ALLOW "NULL" OPTION

Yes – in that job on the same contract	1	
Yes – in the same job but on a different contract	2	
No – I am working in a different job	3	

ASK IF CHANGED MAIN JOB SINCE W1 (A4d=3) OR W1 In paid work for an employer (W1_S5 = 2) AND W2 NOT IN PAID WORK (W2_S5 = 3)

A4e   Why did YOUR MOST RECENT job come to an end?

IF NEEDED: Reassure about confidentiality

SINGLE CODE. DO NOT READ OUT.

Temporary/casual/seasonal contract finished	1	
Employer went out of business	2	
Made redundant/employer made job cuts	3	
Dismissed/sacked from the job	4	
Left voluntarily as had opportunity to earn more in another job	10	
Left voluntarily as had opportunity to work more hours in another job	11	
Left voluntarily as had opportunity for a job that was closer to home	13	
Left voluntarily as had opportunity for a job I preferred to do	14	
Left job voluntarily with no other job to go to	12	
Did not pass probation period	6	
Other (specify)	7	
Don't know	8	
Refused	9	

ASK IF A4d = 1 OR 2

A4f   And do you have any additional responsibilities in that job compared to this time last year?

Yes	1	
No	2	

ASK IF Employees/SE now AND not working at W1 OR Employees now but not in same job as at W1 (S5=1 OR 2 AND W1 S5= 3) OR (A4d=3)

A2   Thinking about your most recent paid job, approximately when did this start?

PROBE FOR BEST ESTIMATE OF MONTH AND YEAR

ENTER DATE		
Don't know	2	
Refused	3	

ASK IF S5 = 1 OR 2

A3   **IF A1=1:** How many hours a week do you normally spend working?

IF A1>1: Thinking about your main job – by this we mean the one where you work the most hours – how many hours a week do you normally spend in paid work?

Please note: if you travel for your job please only include the hours you are paid for

If necessary (e.g. has no 'normal' hours): Please think about how many hours you would work in a typical week

INTERVIEWER NOTE: If their main job is self-employed, please tell us the number of hours for it

PROBE FOR BEST ESTIMATE

ENTER NUMBER OF HOURS		
Don't know	2	
Refused	3	

IF DON'T KNOW OR REFUSED (CODES 2-3) AT A3

A3a   Would it be…?

READ OUT. SINGLE CODE.

DP – AUTOMATICALLY CODE ALL RESPONSES TO RANGE

Less than 5 hours	1	
6-10 hours	2	
11-15 hours	3	
16-20 hours	4	
21-25 hours	5	
26-30 hours	6	
31-35 hours	7	
36-40 hours	8	
Over 40 hours	9	
Don't Know	10	

ASK IF EMPLOYEES/SELF-EMPLOYED NOW AND NOT IN SAME JOB AS AT WAVE 1 S5 = 1 OR 2 AND NOT (A4d=1 OR 2)

A4. A1=1: **WHAT IS YOUR JOB TITLE AND WHAT ARE YOUR MAIN DUTIES?**

A1>1: In your main job, what is your job title?

INTERVIEWER NOTE: If their main job is self-employed, please tell us their self-employed job title.

CODE TO LIST OR WRITE IN UNDER OTHER SPECIFY.

Call handler/call centre operator/customer services adviser	1	
Care assistant	2	
Cashier/check out operator/sales assistant	3	
Catering assistant	4	
Cleaner	5	
Data Entry clerk/filing clerk	6	
Groundskeeper/grounds maintenance/gardener	7	
Hairdresser/beautician	8	
Labourer	9	
Security guard/Doorman/Bouncer	10	
Support worker	11	
Warehouse operative/picker/packer	12	
Other (specify)	13	
Don't know/can't remember	14	

ASK IF S5 = 2

A4B. IF A1=1: **DO YOU HAVE ANY SUPERVISORY OR MANAGEMENT RESPONSIBILITIES FOR OTHER STAFF?**

IF A1>1: **IN YOUR MAIN JOB, DO YOU HAVE ANY SUPERVISORY OR MANAGEMENT RESPONSIBILITIES FOR OTHER STAFF?**

SINGLE CODE

Yes	1	
No	2	
Don't Know	3	

ASK IF EMPLOYEES/SE NOW AND NOT IN SAME JOB AS W1

S5 = 1 OR 2 AND NOT (A4d=1 OR 2)

A4c. (S5=2 AND A1=1): What does your employer mainly make or do?

(S5=1): What does your business mainly make or do? **(S5= 2 AND A1>1):** In your main job, what does your employer mainly make or do?

DO NOT READ OUT. CODE TO LIST OR WRITE IN UNDER OTHER SPECIFY.

Bank/building society/financial services	1	
Car maintenance/garage	2	
Cleaning company	3	
Construction	4	
Food production/manufacture	5	
Hairdressing/beautician services	6	
Hospital/other health services (e.g. GP surgery)	7	
Nursery/other childcare (not school)	8	
Restaurant/hotel/other food and accommodation services	9	
Retail (clothes, supermarket, department store etc.)	10	
School/College	11	
Security	12	
Social care	13	
Warehousing/distribution/delivery	14	
Other (specify)	15	
Don't know/can't remember	16	

ASK IF EMPLOYEES AND NOT IN SAME JOB AS W1

S5 = 2 AND NOT (A4d=1)

A5.　　**Which of the following best describes your contract in your main job? Is it….**

Interviewer note: If respondent does not know what contract they have probe around the answer codes to understand which best fits their current or main job

SINGLE CODE. READ OUT.

A permanent or open ended job/contract with a fixed or minimum number of hours per week	1	
A temporary fixed term, contract or seasonal job/contract with a specified end date and regular or minimum number of hours	2	
A zero hours contract/job with no specified minimum number of hours and no guarantee of hours from week to week	3	
Something else (specify)	4	
Don't Know	5	

ASK ALL WHO CODE 3 [ZERO HOURS CONTRACT] AT A5 IN W1 OR W2

A5A.　**Is your zero hours contract ….**

SINGLE CODE ONLY. READ OUT.

A permanent/open ended contract	1	
A temporary/time limited contract	2	
Don't Know	3	

ASK IF S5 = 1 OR 2

A5B.　A1=1: **Are you employed . . .?**

A1>1: In your main job, are you employed . . . ?

INTERVIEWER NOTE: If their main job is self-employed, please answer in relation to it

SINGLE CODE. READ OUT.

Directly by your employer	1	
Through an agency	2	
Something else (specify)	3	
Don't Know	4	

ASK IF S5 = 1 or 2

A6a. **A=1:** What was your take home pay, after all deductions, the last time you paid?

A1>1: What was your take home pay, after all deductions, the last time you were paid from your main job?

If necessary: reassure about confidentiality.

ENTER NUMBER of £	
Don't know	2
Refused	3

Telops: Read back amount to check

DP – automatically code to range shown at A6aa

ASK IF A6A = 2 OR 3

A6aa. Thinking about your average weekly take home pay, is it roughly…?

SINGLE CODE. READ OUT.

Up to £50	1
More than £50 up to £100	2
More than £100 up to £200	3
More than £200 up to £300	4
More than £300 up to £400	5
More than £400 up to £500	6
More than £500	7
Don't know	8
Refused	9

Telops: Read back amount to check

ASK IF NOT A6AA = 8 OR 9 [DON'T KNOW OR REFUSED]

A6b. What period did this cover?

SINGLE CODE.

Less than one week	13
One week	1
Two weeks	2
Three weeks	3
Four weeks	4
Calendar month/five week month	5
Two months	6
Eight times a year	7
Nine times a year	8
Ten times a year	9
Three months	10
Six months	11
One year	12
One off/lump sum payment	14
Something else (specify)	15
Don't know	16
REFUSED	17

ASK IF S5 = 1 OR 2

A6c. Are you paid a fixed hourly rate?

Note: If paid different rates for overtime/working at different rates code 1

Yes	1
No	2
Refused	3

ASK IF A6C = CODE 1

A6d. What is your (basic) hourly rate?

Enter amount in £	
National minimum wage (£7.05 for those aged 21 – 24, £5.60 for those aged 18-20)	2
National living wage (£7.50 for those aged 25 and over)	3
Don't know	4
Refused	5

Telops: Check amount if more than £10 per hour

ASK IF S5 = 2 AND NOT (A4d=1 OR 2)

A7. **AND DID YOU HAVE A SET PROBATION PERIOD IN YOUR MAIN JOB?**

NOTE IF NECESSARY: **A PROBATION PERIOD IS LIKE AN EXTENDED TRIAL PERIOD DURING WHICH YOUR EMPLOYER IS ASSESSING YOUR SUITABILITY FOR THE JOB, DURING WHICH YOU OR YOUR EMPLOYER CAN END THE JOB AT SHORT NOTICE.**

SINGLE CODE.

Yes	1	
No	2	
Don't Know	3	

ASK ALL WHO HAVE PROBATION PERIOD [A7 = 1]

A7a. How long did the probation period last?

SINGLE CODE. DO NOT READ OUT.

One month	1	
Two months	2	
Three months	3	
Six months	4	
Other (specify)	5	
Don't Know	6	

ASK ALL WHO HAVE PROBATION PERIOD [A7 = 1]

A7b. As far as you know were you able to do any of the following things during your probation period?

SINGLE CODE. READ OUT. CODE YES, NO OR DON'T KNOW FOR EACH

Apply for a promotion	1	
Request a pay rise	2	
Request additional hours	3	
Apply for another job in the same workplace	4	
Don't Know	5	

ASK IF S5 = 2 AND NOT (A4d=1 OR 2)

A8. How many other people work at the site where you work in your main job?

0 – 4	1	
5 – 9	2	
10 – 19	3	
20 – 49	4	
50 – 99	5	
100 – 249	6	
250+	7	
Don't know	8	

ASK IF S5 = 2 AND NOT (A4d=1 OR 2)

A9. Is the site where you **work** part of a larger organisation with other locations or branches, or **is** it the only one?

Part of a larger organisation	1	
The only one	2	
Don't Know	3	

ASK PART OF A LARGER ORGANISATION [A9 = 1]

A10. **Approximately** how many people work for that organisation in the UK?

Less than 250	1	
251 – 500	2	
501 – 1000	3	
1001 – 5000	4	
More than 5000	5	
Don't know	6	

ASK IF S5 = 2.

A11. Do you have a regular supervisor or line manager? By this we mean someone who is directly in charge of your performance and development at work.

Yes	1	
No	2	
Don't Know	3	

ASK IF S5 = 2

A12. Do you have the opportunity for a regular formal performance review at work, such as a written appraisal or Performance Development Review (PDR)?

Yes	1	
No	2	
Don't Know	3	

ASK ALL WHO HAVE APPRAISAL OR PDR (A12 = 1)

A13. Is your appraisal or PDR directly linked to the possibility of future pay rises?

Yes	1	
No	2	
Don't know	3	

A29 To what extent are you satisfied or dissatisfied with **[INSERT STATEMENT]…?**

Are you: very satisfied, fairly satisfied, neither satisfied or dissatisfied, fairly dissatisfied, very dissatisfied?

READ OUT. SINGLE CODE.

	Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know
The hours you work	1	2	3	4	5	6
The amount you are paid	1	2	3	4	5	6
Your job overall	1	2	3	4	5	6

IF A1DUM = 4

A18d When we spoke last your second job was working as a [PULL FROM W1 A18] for a [PULL FROM W1 A20] on a [permanent/temporary/zero hours contract – DELETE AS APPLICABLE BASED ON W1 A21]. Are you still working in that job?

Yes – in that job on the same contract	1	
Yes in the same job but on a different contract	2	
No – I have a different second job	3	

ASK IF CODE 3 AT A18d

A18E Why did that job come to an end?

IF NEEDED: Reassure about confidentiality

SINGLE CODE ONLY. DO NOT READ OUT.

Temporary/casual/seasonal contract finished	1	
Employer went out of business	2	
Made redundant/employer made job cuts	3	
Dismissed/sacked from the job	4	
Left job voluntarily as had opportunity to earn more in another job	10	
Left job voluntarily as had opportunity to work more hours in another job	11	
Left voluntarily as had opportunity to earn more in another job	10	
Left voluntarily as had opportunity to work more hours in another job	11	
Left voluntarily as had opportunity for a job that was closer to home	13	
Left voluntarily as had opportunity for a job I preferred to do	14	
Left job voluntarily with no other job to go to	12	
Don't know	8	
Refused	9	

A16   IF MORE THAN ONE PAID JOB AT A1:

Thank you. I would now like to ask some questions about your second job. **IF A1>2:** By this we mean the one where you work the next highest number of hours.

How many hours a week do you normally spend in paid work in that job?

NOTE: if you travel as part of your job please only include hours that you are paid for

PROBE FOR BEST ESTIMATE

ENTER NUMBER OF HOURS		
Don't know	2	
Refused	3	

IF DON'T KNOW OR REFUSED (CODES 2-3) AT A16

A17a   Would it be…?

READ OUT. SINGLE CODE.

DP – AUTOMATICALLY CODE ALL RESPONSES TO RANGE

Less than 5 hours	1	
6-10 hours	2	
11-15 hours	3	
16-20 hours	4	
21-25 hours	5	
26-30 hours	6	
31-35 hours	7	
36-40 hours	8	
Over 40 hours	9	
Don't Know	10	

IF MORE THAN ONE PAID JOB AT A1 (A1>1) AND NOT codes 1 OR 2 at Q18d

A18. **CAN YOU TELL ME ABOUT THE NATURE OF THE WORK YOU DO IN YOUR SECOND JOB? WHAT IS YOUR JOB TITLE AND WHAT ARE YOUR MAIN DUTIES?**

DO NOT READ OUT. CODE TO LIST OR WRITE IN UNDER OTHER SPECIFY.

Call handler/call centre operator/customer services adviser	1	
Care assistant	2	
Cashier/check out operator/sales assistant	3	
Catering assistant	4	
Cleaner	5	
Data Entry clerk/filing clerk	6	
Groundskeeper/grounds maintenance/gardener	7	
Hairdresser/beautician	8	
Labourer	9	
Security guard/Doorman/Bouncer	10	
Support worker	11	
Warehouse operative/picker/packer	12	
Other (specify)	13	
Don't know/can't remember	14	

IF MORE THAN ONE PAID JOB AT A1

A19. **DO YOU HAVE ANY SUPERVISORY OR MANAGEMENT RESPONSIBILITIES FOR OTHER STAFF IN THAT JOB?**

SINGLE CODE.

Yes	1	
No	2	
Don't Know	3	

IF MORE THAN ONE PAID JOB AT A1 (A1>1) AND NOT CODES 1 OR 2 AT Q18d

A20.   And what does your employer mainly make or do in the place where you work in that job?

DO NOT READ OUT. CODE TO LIST OR WRITE IN UNDER OTHER SPECIFY.

Bank/building society/financial services	1	
Car maintenance/garage	2	
Cleaning company	3	
Construction	4	
Food production/manufacture	5	
Hairdressing/beautician services	6	
Hospital/other health services (e.g. GP surgery)	7	
Nursery/other childcare (not school)	8	
Restaurant/hotel/other food and accommodation services	9	
Retail (clothes, supermarket, department store etc.)	10	
School/College	11	
Security	12	
Social care	13	
Warehousing/distribution/delivery	14	
Other (specify)	15	
Don't know/can't remember	16	

IF MORE THAN ONE PAID JOB AT A1 AND not code 1 at q18d

A21.   **WHICH OF THE FOLLOWING BEST DESCRIBES YOUR CONTRACT IN THAT JOB? IS IT….**

SINGLE CODE. READ OUT

A permanent or open ended job/contract with a fixed or minimum number of hours per week	1	
A temporary fixed term, contract or seasonal job/contract with a specified end date and regular or minimum number of hours	2	
A zero hours contract/job with no specified minimum number of hours and no guarantee of hours from week to week	3	
Something else (specify)	4	
Don't Know	5	

IF MORE THAN ONE PAID JOB AT A1

A22a. What was your take home pay after all deductions the last time you were paid from that job?

If necessary: reassure about confidentiality and that all data is only reported anonymously.

ENTER NUMBER of £	
Don't know	2
Refused	3

SCRIPTING: CHECK AMOUNT

ASK IF A22A = 2 OR 3

A22aa. Thinking about your average weekly take home pay from that job, was it roughly…?

READ OUT. SINGLE CODE.

Up to £50	1
More than £50 up to £100	2
More than £100 up to £200	3
More than £200 up to £300	4
More than £300 up to £400	5
More than £400 up to £500	6
More than £500	7
Don't know	8
Refused	9

SCRIPTING: CHECK AMOUNT

ASK IF A22aa = NOT 2 OR 3 [DON'T KNOW OR REFUSED]

A22b. What period did this cover?

SINGLE CODE.

One week	1
Two weeks	2
Three weeks	3
Four weeks	4
Calendar month/five week month	5
Two months	6
Eight times a year	7
Nine times a year	8
Ten times a year	9
Three months	10
Six months	11
One year	12
Less than one week	13
One off/lump sum payment	14
Something else (specify)	15
Don't know	16
REFUSED	17

IF MORE THAN ONE PAID JOB AT A1

A22c. Are you paid a fixed hourly rate in that job?

Note: If paid different rates for overtime/working at different rates code 1

Yes	1
No	2
Refused	3

ASK IF A22C = CODE 1

A22d. What is your (basic) hourly rate in that job?

Enter amount in £	
National minimum wage (£7.05 for those aged 21 – 24, £5.60 for those aged 18-20)	2
National living wage (£7.50 for those aged 25 and over)	3
Don't know	4
Refused	5

SCRIPTING: CHECK AMOUNT IF OVER £10 PER HOUR

ASK IF THREE OR MORE JOBS AT A1:

A23   Thinking about [A1=3 jobs your] [A1=4+ jobs all your] other job[s] IN TOTAL – not including the two you have just told me about – how many hours a week do you normally spend in paid work in those jobs?

PROBE FOR BEST ESTIMATE

ENTER NUMBER OF HOURS		
Don't know	2	
Refused	3	

IF DON'T KNOW OR REFUSED (CODES 2-3) AT A23

A23a Would it be…?

READ OUT. SINGLE CODE.

DP – AUTOMATICALLY CODE ALL RESPONSES TO RANGE

Less than 5 hours	1	
6-10 hours	2	
11-15 hours	3	
16-20 hours	4	
21-25 hours	5	
26-30 hours	6	
31-35 hours	7	
36-40 hours	8	
Over 40 hours	9	
Don't Know	10	

DP NOTE – DERIVE TOTAL NUMBER OF WORKING HOURS PER WEEK FOR TOTHRS

TOTHRS – DUMMY VARIABLE FOR CURRENT STATUS, DO NOT ASK		
In work – more than 35 hours	1	
In work – 31 to 35 hours	2	
In work – 26 to 30 hours	3	
In work – 21 to 25 hours	4	
In work – 16 – 20 hours	5	
In work – fewer than 16 hours	6	
In work – don't know hours	7	
Not in work	8	

ASK ALL WHO HAVE A JOINT CLAIM (S8 = 1)

A25   And which of the following describes your partner's main employment status at the moment?

read out. SINGLE CODE.

Self employed	1	
Working for an employer in paid employment	2	
Not working in paid employment	3	

ASK IF PARTNER IS IN WORK (A25=1 OR 2)

A25a How many hours a week does your partner normally spend in paid work?

PROBE FOR BEST ESTIMATE

ENTER NUMBER OF HOURS		
Don't know	2	
Refused	3	

IF DON'T KNOW OR REFUSED (CODES 2-3) AT A25A

A25b Would it be…?

READ OUT. SINGLE CODE.

DP – AUTOMATICALLY CODE ALL RESPONSES TO RANGE

Less than 5 hours	1	
6-10 hours	2	
11-15 hours	3	
16-20 hours	4	
21-25 hours	5	
26-30 hours	6	
31-35 hours	7	
36-40 hours	8	
Over 40 hours	9	
Don't Know	10	

ASK IF PARTNER IS IN WORK (A25=1 OR 2)

A26. And can you tell me what is their average weekly take home pay? Please give an amount after tax.

ENTER NUMBER of £ PER WEEK (ALLOW BANDED RESPONSE TO BE GIVEN IF RESPONDENT PREFERS THIS)	
Don't know – on the national minimum wage	1
Don't know	2
Refused	3

ASK IF A26 = 2 OR 3

A26a. Is it?

SINGLE CODE. READ OUT.

Up to £50	1
More than £50 up to £100	2
More than £100 up to £200	3
More than £200 up to £300	4
More than £300 up to £400	5
More than £400 up to £500	6
More than £500	7
Don't know	8
Refused	9

B   IWP – interactions with and support from Jobcentre Plus

I would now like to ask you some questions about the support you may have received from Jobcentre Plus as part of a trial to help you get further in work.

ASK ALL

B6   **How often** [S12=1 or S12=2 **do**] [S12=3 **did**] **you discuss and review the actions in your Claimant Commitment with your Work Coach? This meeting could be held on the telephone or in person and may be called a 'Work Focused Review'** [S12=1 or S12=2 **Is**] [S12=3 **Was**] **it…?**

SINGLE CODE.

Once every 8 weeks (roughly every 2 months)	1	
Once every 2 weeks (roughly twice per month)	2	
You have only ever had one or two of these discussions	3	
Or some other frequency (please specify)	4	
DO NOT READ OUT: Don't know	5	

ASK ALL

B7   [S12=1 or S12=2 **Are**] [S12=3 **Were**] these Work Focused Review discussions/meetings mainly held face to face or over the telephone?

SINGLE CODE.

Mainly face to face	1	
Mainly by phone	2	
A mixture of face to face and by phone	3	
DO NOT READ OUT: Don't know	4	

ASK ALL

B8   **How easy or difficult** [S12=1 or S12=2 **has it been**] [S12=3 **was it**] **for you to combine attending these Work Focused Reviews with working?**

SINGLE CODE.

Very easy	1	
Fairly easy	2	
Neither easy or difficult	3	
Fairly difficult	4	
Very difficult	5	
DO NOT READ OUT: Don't know	6	

ASK ALL

B8a   **What [S12=1 or S12=2 is] [S12=3 was] discussed during your Work Focused Review meetings?**

MULTI CODE. DO NOT READ OUT

What action I had taken to increase my hours in my current job	1	
What action I had taken to increase my earnings in my current job	2	
Training opportunities which could help me to increase my hours/earnings	3	
Skills development which could help me to increase my hours/earnings	4	
What action I had taken to find a new job to replace my existing job	5	
What action I had taken to find a new job in addition to my existing job	6	
Specific job suggestions Work Coach had for me		
Something else (specify)	7	
DO NOT READ OUT: Don't know	8	

ASK ALL

B9   [S12=1 or S12=2 **Do**] [S12=3 **Did**] **you ever have extra contact with your adviser, between your regular Work Focused Reviews?**

SINGLE CODE.

Yes	1	
No	2	
DO NOT READ OUT: Don't know	3	

ASK ALL

B10A **About how often [**S12=1 or S12=2 **do**] [S12=3 **did**] **you have this extra contact with your adviser?**

SINGLE CODE.

More than once a month	1	
Once a month	2	
Once every two months	3	
Once every three – four months	4	
I've only had one or two	5	
DO NOT READ OUT: Don't know	6	

IF YES (CODE 1 AT B9)

B11   **And why** [S12=1 or S12=2 **have you had**] [S12=3 **did you have**] **this extra contact?**

MULTICODE OK. DO NOT READ OUT. RANDOMISE 1 – 6

I asked to see my adviser more often	1	
My adviser wanted to see me more often	2	
To discuss/get advice about particular issues I had in my job	3	
To discuss/get advice about particular issues I was having in meeting the actions in my Claimant Commitment	4	
To discuss/get advice about training	5	
To discuss/change an existing appointment	6	
Some other reason (specify)	7	
DO NOT READ OUT: Don't know	8	

ASK ALL

B12   **Has the content in your Claimant Commitment been updated or changed since it was first agreed in <insert trial start date>?**

SINGLE CODE ONLY.

Yes	1	
No	2	
DO NOT READ OUT: Don't know	3	

ASK ALL WHOSE CLAIMANT COMMITMENT HAS CHANGED (B12=1)

B12a What actions were agreed in your most recent Claimant Commitment?
PROBE: anything else?

DO NOT READ OUT. PROBE FULLY.

To look and apply for work/job search (hours not specified)	1	
To look and apply for work for a particular number of hours (if respondent specifies hours please include here)	2	
To log on to Universal Job Match	3	
To update my CV	5	
To increase my hours in current job	6	
To increase my earnings in current job	7	
To meet my Work Coach/Adviser at particular intervals	8	
To inform Jobcentre Plus/'Universal Credit' if anything changes	9	
To investigate training or promotion opportunities in my current job	10	
Other (specify)	11	
Don't know	12	
Refused	13	

ASK ALL

B13 **Has your adviser at Jobcentre Plus done any of the following since we last spoke to you in <insert interview month>?**

MULTICODE OK. READ OUT.

Referred you to the National Careers Service	1	
Referred you to a job-related training course	2	
Paid for job related training or equipment to help you to get further in work or increase your earnings. ADD IF NECESSARY: **Your adviser may have referred to this as the Flexible Support Fund.**	3	
Sent you to another organisation for advice or support about getting further at work (specify) INTERVIEWER: Include private training/employment agencies, charities and graduate careers services here	4	
None of these (SINGLE CODE ONLY)	5	
DO NOT READ OUT: Don't know	6	

ASK ALL WHO HAVE HAD ANY REFERRALS/ADDITIONAL SUPPORT AT B13 (CODES 1, 2 OR 4). IF CODE 3, SKIP TO B15

B13A TO B14 IS A LOOP.

B13A ASK FOR EACH CODED AT B13

You said your adviser [textfill from B13]. Did you go to this?

SINGLE CODE

Yes	1	
No	2	

ASK ALL WHO HAVE ATTENDED ADDITIONAL SUPPORT [CODE 1 AT B13A]

B13B ASK FOR EACH CODED AT B13A

IF CODE 1 AT B13: **What support did you receive? Anything else?**

IF CODE 2 AT B13: **What job-related training did you receive?**

IF CODE 4 AT B13: **What advice or support did you receive?**

MULTI CODE. DO NOT READ OUT. PROBE FULLY.

Work related training	1	
Work experience including volunteering, job trialling	2	
Help to combine work and looking after children	3	
Apprenticeship	4	
Spoken or written English	5	
Careers advice	6	
CV tips	7	
Interview skills	8	
IT training	9	
Something else (specify)	10	
Can't remember	11	

ASK ALL WHO HAVE ATTENDED ADDITIONAL SUPPORT [CODE 1 AT B13A]

B13C ASK FOR EACH TYPE MADE:

How was the support given to you? Was it . . . ? ?

MULTI CODE. READ OUT.

Face to face	1	
Online, or	2	
By Telephone	3	

ASK ALL WHO HAVE ATTENDED ADDITIONAL SUPPORT [CODE 1 AT B13A].
ASK FOR EACH

B13D **How much support did you receive? Was it . . . ?**

SINGLECODE. READ OUT.

One session	1	
2 – 3 sessions	2	
Ongoing support over a number of months	3	

ASK ALL WHO HAVE HAD ANY REFERRALS/ADDITIONAL SUPPORT B13.
ASK FOR EACH

B14   **And how useful was it?**

SINGLE CODE EACH REFERRAL. READ OUT.

Very useful	1	
Fairly useful	2	
Not very useful		
Not useful at all	3	
DO NOT READ OUT: Don't know	4	

ASK ALL

B15   **And do any of the following apply since [month and year trial start date from sample]?**

MULTICODE OK. READ OUT.

My employer has sent me on training/provided internal training for me to attend	1	
I have taken part in/signed up for job-related training that I found out about myself	2	
None of these [Single code only]	3	

ASK ALL WHO HAVE HAD ANY ADDITIONAL TRAINING AT B15. ASK FOR EACH

B16 **How useful was [IF CODE 1 AT B15: the training provided by your employer/IF CODE 2 AT B15: the job-related training course you found out about yourself]?**

SINGLE CODE EACH REFERRAL. READ OUT.

Very useful	1	
Fairly useful	2	
Not very useful		
Not useful at all	3	
DO NOT READ OUT: Don't know	4	

ASK ALL IN GROUP 1 OR 2

B20 Whilst working, has your Universal Credit ever been stopped or reduced due to you not meeting the conditions of claiming Universal Credit?

If say yes probe to understand if this has happened once or more than once

DO NOT READ OUT. SINGLE CODE.

Yes – once	1	
Yes – more than once	2	
No	3	
Other (specify)	4	
Don't know	5	
Refused	6	

ASK ALL WHO CODE 1 OR 2

B21   Why was this?

DO NOT READ OUT. MULTICODE OK. RANDOMISE CODES 1 – 6

Not doing everything reasonable to look for additional work	1	
Not doing everything reasonable to increase earnings	2	
Not doing something in the Claimant Commitment	3	
Not attending a scheduled meeting with an adviser	4	
Not doing a particular action/activity as instructed by an adviser	5	
Not applying for a job an adviser has suggested	6	
DO NOT READ OUT: Other (SPECIFY)	7	
DO NOT READ OUT: Don't know	8	
DO NOT READ OUT: Refused	9	

C   ATTITUDES, ACTIONS AND OUTCOMES

ASK ALL

C1   Since we last spoke to you around [MONTH OF INTERVIEW] last year, have you done any of the following in relation to your current or previous job?

READ OUT. MULTICODE OK. RANDOMISE Codes 1 – 11

Tried to get a pay rise	1	1
Talked about progression opportunities with your manager	2	1
Looked for a new job to replace your current or previous paid job	3	1
Looked for another job alongside your current or previous paid job	4	1
Requested additional hours in your current or previous paid job	5	1
Found out about promotion/development opportunities in your current or previous job	6	1
Applied for a promotion in your current or previous job	7	1
Applied for a different job with the same employer	8	
Found out about training courses which could improve your qualifications/skills	9	
Started or completed a training course(s) to improve your qualifications/skills	10	1
Something else (SPECIFY)	11	
DO NOT READ OUT Don't know	12	
None of these	13	

ASK IF ANY CODE 1- 11 AT C1

C2 Have any of the following things happened as a result of the action you have taken to increase your hours or income?

READ OUT. MULTICODE OK. RANDOMISE CODES 1 – 5

You have a new job to replace your current or previous job	1	
You have another job alongside your current or previous job	2	
Your total working hours have increased	3	
You were promoted in your current or previous job	4	
You have gained a qualification/certificate that will improve your opportunities for progression in the longer term	5	
You have had a pay rise If necessary: Please do not include a pay increase due to the introduction or increase in the National Living Wage in April 2017	6	
Don't know	7	
None of these	8	

SHOW ONLY CODES NOT SELECTED AT C1.

ASK ALL EXCEPT FOR CODES 1, 2, 8.

C1A   And do you plan to do any of the following...........?

READ OUT. MULTICODE OK. RANDOMISE Codes 1 – 11

	A) in the next 3-6 months	B) In the next 6-12 months	C) Not at all
ASK IF S5=2: Try to get a pay rise in your current job	1		
ASK IF S5=2: Talk about progression opportunities with your manager	2		
Look for a new job to replace your current or previous paid job	3		
Look for another job alongside your current previous paid job	4		
Request additional hours in your current or previous paid job	5y		
Find out about promotion/development opportunities in your current or previous job	6		
Apply for a promotion in your current or previous job	7	a	
ASK IF S5=2: Apply for a different job with the same employer	8		
Find out about training courses which could improve your qualifications/skills	9		
Take a training course(s) to improve your qualifications/skills	10		
Something else (SPECIFY)	11		
DO NOT READ OUT Don't know	12		
None of these	13		

ASK ALL

C5   How far do you agree or disagree with the following statements. ADD IF S5 IS *NOT* 2: Please answer in relation to the job you were doing when we last spoke to you in <MONTH> last year.

Do you: agree strongly, agree slightly, neither agree nor disagree, disagree slightly or disagree strongly?

SINGLE CODE PER STATEMENT. REVERSE ORDER OF STATEMENTS.

RANDOMISE	Agree Strongly	Agree Slightly	Neither agree nor disagree	Disagree Slightly	Disagree Strongly	DK
I [S5=2 feel] [EVERYONE ELSE felt] confident about talking to my employer about increasing my hours	1	2	3	4	5	6
b. I [S5=2] [EVERYONE ELSE felt] confident about talking to my employer about increasing my earnings	1	2	3	4	5	6
c. If my employer [S5=2 says] [EVERYONE ELSE said] they [S5=2 will] [EVERYONE ELSE would] not increase my hours I [S5=2 will] [EVERYONE ELSE would] be able to discuss this with them	1	2	3	4	5	6
d. If my employer [S5=2 does] [EVERYONE ELSE did] not want to increase my pay I [S5=2 will be] [EVERYONE ELSE would have been] able to respond with good reasons why they should	1	2	3	4	5	6
e. I need to improve my skills and qualifications before I can get further at work	1	2	3	4	5	6
f. My employer [S5=2 offers] [EVERYONE ELSE offered] me opportunities to progress in my [S5=2 current] [EVERYONE ELSE previous] job	1	2	3	4	5	6
g. At the moment my biggest priority is [S5=2 keeping my current job] [EVERYONE ELSE finding a job] rather than looking to get further at work	1	2	3	4	5	6

Universal Credit: In-Work Progression Randomised Controlled Trial

Ask All

C6   How would you rate the advice and support you have received from Jobcentre Plus to help you increase your earnings at work? Would you say it is….

SINGLE CODE. READ OUT.

Very good	1	
Good	2	
Neither good nor poor	3	
Poor	4	
Very poor	5	
Don't know	6	

ASK ALL

C7   How far do you agree or disagree with the following statements:

Do you: agree strongly, agree slightly, neither agree nor disagree, disagree slightly or disagree strongly?

SINGLE CODE PER STATEMENT. RANDOMISE ORDER OF STATEMENTS.

RANDOMISE	Agree Strongly	Agree Slightly	Neither agree nor disagree	Disagree Slightly	Disagree Strongly	DK
a. People who work full-time gain more respect	1	2	3	4	5	6
b. The people who depend on me would rather I did not work more hours	1	2	3	4	5	6
c. It only makes sense to work more hours when you need the money	1	2	3	4	5	6
d. I feel under pressure from friends and family to earn more money	1	2	3	4	5	6
e. I have made a commitment to myself to increase my earnings by a certain date	1	2	3	4	5	6
f. Becoming self-sufficient and not relying on benefits to top up my earnings is a priority for me	1	2	3	4	5	6

ASK ALL

C8   How important is it to you personally to progress in work by increasing your earnings a) now and b) in the next 3 years? Is it….

READ OUT. SINGLE CODE.

		a) NOW	b) NEXT 3 YEARS
Very important	1		
Fairly important	2		
Not very important	3		
Not at all important at all	4		
Don't know	5		

ASK ALL

C9　What do you think are the main things which [S5=2 make] [EVERYONE ELSE would make] it difficult for you to progress further in work by increasing your earnings?

MULTICODE OK. DO NOT READ OUT.

		Source:
Lack of skills/qualifications	1	Claimant
Not enough full time jobs available/too many part-time or zero hours contracts	2	Job market
Not enough well paid jobs/too many minimum wage jobs	3	Job market
Having to pay more for childcare if I do more hours	4	Claimant
Travel costs/transport difficulties including lack of car/ability to drive	5	Claimant
Caring responsibilities which limit the amount of hours they can work	6	Claimant
Employer does not allow second jobs	7	Job market
Poor employment record/lack of work experience	8	Claimant
Criminal record	9	Claimant
Debt	10	Claimant
Health issues	11	Claimant
Lack of opportunities for training/staff development in current job	12	Job market
Lack of funds to pay for training to improve my skills	13	Claimant
Lack of jobs which I have experience or interest in/ which I feel are suitable for me	14	Claimant
Need to wait until probationary period ends	15	Job market
Other (specify)	16	
Don't know	17	

ASK ALL WHO CODE 1-14 AT C9

C10   And what if anything could help you overcome this/these issues….

MULTICODE OK. DO NOT READ OUT.

More support from my employer	1	
More support from Jobcentre Plus	2	
More support from my family	3	
More personal motivation	4	
Other (specify)	5	
Don't know	6	

ASK ALL

C11   And for our last question in this section… thinking about all aspects of your life, on a scale of 0 to 10, where 0 is "not at all" and 10 is "completely"

If necessary: We are interested in capturing this information to understand more about national well-being

	0	1	2	3	4	5	6	7	8	9	10	Don't know	Refused
Overall, how satisfied are you with your life nowadays													

D   ADDITIONAL DEMOGRAPHICS

ASK ALL

Thanks, the survey is nearly finished. I would now like to ask a few final questions about you, this is just so we can group your answers together with other people like you for our analysis.

ASK ALL

D6M: Do you receive help towards your housing costs as part of your Universal Credit claim?

SINGLE CODE.

Yes	1	
No	2	
Don't know	3	

ASK ALL

D6 Do you have any physical or mental health conditions or illnesses lasting or expecting to last for 12 months or more?

READ OUT. SINGLE CODE.

Yes	1	
No	2	
Don't know	3	
Refused	4	

ASK ALL WITH PHYSICAL/MENTAL DISABILITY (D7=1)

D7 Does your condition or illness reduce your ability to carry out day to day activities? Would you say…

INTERVIEWER: IF RESPONDENT HAS MORE THAN ONE CONDITION/ILLNESS THEN CODE 1 OR 2 IF ANY REDUCE ABILITY.

READ OUT. SINGLE CODE.

It does – a lot	1	
It does – a little	2	
No, not at all	3	
Don't know	4	

E Follow up and data linking

ASK ALL

E1 That just about brings me to the end of this interview. Thank you for participating in this survey. As part of this research we would really like to speak to you again in a few months' time about your detailed experiences of getting on at work and building a career.

This would mean someone contacting you again to ask if you might participate in further research. If you are re-contacted, you will still be able to decline to participate if you wish.

Are you happy for Ipsos MORI to keep your contact details and to be re-contacted about the next part of this research?

READ OUT. SINGLE CODE.

Yes	1	
No	2	
Don't know	3	

IF CONSENT TO recontact (E1=1)

E2　　And could I just check, is **[NUMBER]** the best number to call you on?

SINGLE CODE.

Yes	1	
No – write in number	2	

IF CONSENT TO recontact (E1=1)

E3　　And could I take another number such as a mobile number; just to make sure I'm able to reach you?

SINGLE CODE.

RECORD NUMBER	1	
No other number	2	

ASK ALL

E5　　Thank you for participating in this survey.

The Department for Work and Pensions (DWP) would like to add information held on your benefits, employment, tax, national insurance, savings and private pensions to your answers to this survey. This will give them a better picture of customers of Jobcentre Plus and how they can best be supported to progress in work.

If you agree, we will pass your survey responses, name, address and sex to DWP. DWP will use this information to find your records and add them to your answers. All information will be used for research and statistical purposes only. Your personal details will, of course, be kept completely confidential and your dealings with DWP will not be affected in any way.

The findings from this research will be published on the DWP website in Summer 2018.

If respondent asks: the DWP website is DWP.gov.uk

Can you confirm you have understood the purpose of this survey and how your data will be used?

SINGLE CODE.

Yes	1	
No	2	
Don't know – need further information	3	

If AGREE (E5A = 1)

E5b   Would it be okay to pass your name, address and sex to DWP?

SINGLE CODE.

Yes	1	CLOSE
No	2	CLOSE
Don't know – need further information	3	GO TO E6

READ OUT TO those who need further information (E5A=3 OR E5B=3)

E6   The Department for Work and Pensions holds information about benefits, employment, tax, national insurance, savings and private pensions. We would like to add this information to your answers from the questions we have just asked you, to…

- Create a more accurate picture of people's work history, benefits and needs.
- Help researchers and policymakers to be better informed in their work to improve the services Jobcentre Plus provides.
- We will only do this if you give your permission to link the information we already hold about you to the answers you have given in the survey today.
- The information will only be used for research and statistics.
- The information will be kept confidential.
- Names and addresses are never included in the results and no individual can be identified from the research.
- Your personal details will not be passed to anyone else outside the research team and the Department for Work and Pensions.
- The information will not be used to work out whether anyone is claiming benefits they should not be.
- Any current or future claims for benefits will not be affected.

ASK IF CODE (E5A = 3)

E6a Can you confirm you have understood the purpose of this survey and how your data will be used?

SINGLE CODE.

Yes	1	Go to E6b
No	2	CLOSE

ASK IF E5B=3 OR E6A=1

E6B Would it be okay to pass your name, address and sex to DWP?

SINGLE CODE. DO NOT READ OUT.

Yes	1	CLOSE
No	2	CLOSE
Don't know	3	CLOSE

READ TO ALL

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

THANK RESPONDENT AND CLOSE

Wave 1 Claimant Topic Guide

In-Work Progression Wave 1
Claimant topic guide

NOTE TO INTERVIEWERS:

The key to this guide is familiarising yourself with the circumstances of the individual you are seeing. You must know which **treatment group** each participant is in and bear this in mind as this will determine what contact they should have been having with JCP. Please ensure you go through their survey responses prior to the interview.

The highlighted questions are the key questions that must be covered thoroughly in every interview.

Timings	Key Questions
2 – 3 minutes	**Introduction** • Thank participant for taking part in this interview and explain voluntary nature of research. • Note purpose of this interview – we would like to understand more about their experiences of the Universal Credit in-work progression trial and claiming Universal Credit whilst working. • Reassure participants that we do not have access to details of their benefits and that participation in the research will not affect their dealings with Jobcentre or DWP in any way. • Confidentiality: reassure that all responses will be anonymised and that information about individuals will not be passed on to anyone, including back to DWP. • Role of Ipsos MORI – independent research organisation (i.e. independent of Government), we adhere to MRS code of conduct, we are gathering a range of opinions from a range of people: no right or wrong answers and if we asked any questions that they do not wish to answer, that is fine and we will move on to next question. • Interview length: around 60 minutes. Outline broad topics covered. • Get permission to digitally record – transcribe for quotes, no detailed attributed. • Any questions before we begin.

Timings	Key Questions
10 minutes	**Section 1: Background and context** *Notes for interviewer: This section aims to 'warm-up' the respondent and gain key contextual information about the claimant's work and claiming history. It is essential that you establish a clear picture of the claimant's work history and if there have been any recent changes of circumstance.* • **Ask participant to tell you a little about themselves** – **probe:** living arrangements, time lived in local area, relationship/family status, children (what are caring arrangements for them/who is lead carer) • Briefly explore recent **work history** ○ Type of job; nature of work – type of activities undertaken day to day ○ Contract type – permanent, fixed term, zero hours, other ○ Hours worked – any variation ○ Length of time in post; gage how stable employment has been, any cycling in and out of work ○ Attitudes towards current work – what like/dislike about current work ○ Employment status of partner – type of work, hours, length of time employed ○ Impact of children on work ○ What triggered move onto UC IWP trial e.g. increase or decrease in hours, pay, or earnings, change of job or partner status • Briefly explore if there have been any recent changes in their circumstances ○ Family and work related changes • Briefly develop a picture of any periods of **unemployment** ○ Type of benefits claimed in the past – **examples:** JSA, ESA, IS, <u>HB</u>, IB, PIP, DLA, TC, other ○ Length of time claiming; periods of unemployment ○ Briefly explore main barriers to work; how overcame these

Timings	Key Questions
15 minutes	**<u>Section 2: Attitudes to progression, career aspirations, barriers</u>** *Note for interviewer: This section aims to understand attitudes to progression, career aspirations, barriers and needs.* • Explore **career aspirations;** what they want to achieve in relation to work; what motivates them ○ How they would ideally achieve this; what steps would/do they intend to take ○ How likely they think they are to achieve their aspirations; what are the barriers to doing so ○ How this differs in short and longer term – whether this varies • In their own words ask them to describe **what 'progression' means** to them in a work context ○ How they feel about 'progression' – is this something they want now; in future; reasons for this. Provide examples of what 'progression' would look like for them. Extent to which this feels achievable • Explore **attitudes towards increasing earnings** ○ How important is this to them, what other things are relatively more/less important and how far this fits with overall aspirations; reasons for this ○ Ask them to describe way in which they might be able to 'progress' or increase earnings – provide examples • Explore **barriers to progression or increasing earnings** ○ **Probe** on types of barriers: education and training needs; work experience; family expectations/needs; partner's working patterns; other current responsibilities (e.g. childcare, caring), local work opportunities, other ○ Understand extent to which these barriers are temporary or time limited (i.e. will pass) and extent to which they are more long-standing; reasons for this • Explore what would help **overcome barriers to progression** (refer to barriers discussed) – provide examples ○ **Probe:** type of support they need – **probe:** support from government, other support – reasons for needing this type of support; why they think it would be helpful ○ Ask them to describe anything that has already helped them progress – employer, family, friends, JCP, training – what was this and why did it help (*Moderator: take note of these to re-visit later in the discussion.*)

Timings	Key Questions

15 minutes	**Section 3: Details of interventions**
	
	Note for interviewer: This section aims to understand details of the intervention – exploring details of interactions and attitudes towards these. Please use findings from the survey to help develop the discussion and ensure it builds on survey findings.
	
	• Briefly explore understanding of UC; what it involves; **explore understanding of the IWP** 'trial'; explore awareness of being on a trial and what this involves
	    ○ What do they understand about the role DWP is taking with the IWP trial; what are their views on this.
	
	In their own words ask the respondent to **briefly outline the process of being on the trial/claiming UC whilst working** (provide potted history) – **prompt:** when it started, who they see; frequency and nature of contact; approximate timescales; regularity of contact; nature of discussion.
	
	Explore in depth:
	
	• **Explore Work Focused Interview (WFI) meetings**
	    ○ Explore details of **initial meeting**; how IWP was introduced to them; activities undertaken as part of meetings; explore initial perceptions and expectations
	
	        • Explore whether claimant feels that WC asked them what they needed to progress. Did they explore what was important to them in terms of work
	        • Explore details of **contact with the Work Coach – probe:** frequency of contact; format of the contact (telephone/face to face), length of meetings, how this differs for WFI contact vs additional contact; how appointments are decided; views on format/frequency of contact
	        • Whether and how they distinguish and understand the difference between WFI and other meetings/contact e.g. when looking or reviewing Claimant Commitment, information about available jobs, more 'administrative' tasks such as arranging meetings
	    ○ Explore **any challenges** experienced in attending scheduled meetings
	
	        • Probe on how easy/difficult this has been to organise around work, impact of this (on work and relationship with WC); how this has been overcome
	        • Explore whether they have missed any appointments; reason for this and if there were any repercussions (payments reductions).

Timings	Key Questions
	○ Explore **nature of discussions** with WC in scheduled **WFI** meetings • What is discussed: CC, current employment, looking for a new job, basic skills, skills development, transferability of skills, other • How far meetings differ; how far issues are picked up meeting to meeting; balance between support and conditionality • How is 'progression' discussed and raised, what types of things do they talk about • What steps are being taken to support and motivate them – provide examples; any practical suggestions/advice provided. • Explore views on the discussions/meetings; how do they feel after these conversations; how do they feel about the types of conversation they are having • Explore any **additional support received** (e.g. through Flexible Support Fund) and what impact this has had ○ Whether they have had any additional support; how WC introduced this to them, what they were told them about it; what format has this taken (e.g. referral to NCS, referral to job-related training course, information about websites, paying for training courses and/or equipment); ○ What impact this has had on behaviour and attitudes towards work and progression ○ Whether any further additional support would be helpful; what type; why this is important, what it would add to the IWP ○ Explore any **additional contact** with WC/JCP outside of WFI; why; who initiates this; what is discussed; what do they think about these extra meetings ○ Whether they have been recommended/referred to **any external support/training/engagement** as a result of meetings with JCP (*moderator: note down for further exploration later*) • **Explore relationship/perceptions of Work Coach** ○ How do they see the role of the Work Coach (describe role of WC in own words) – **probe:** supporter or enforcer; coach or job broker; short or long term focus ○ To what extent do they feel pushed by WC – explore reasons for this and examples; extent to which they feel they are leading the relationship/actions taken

Timings	Key Questions
	• **Explore details of the Claimant Commitment** ○ **Outline details of the CC**; recall of CC/what it includes (what activities this includes), how this was decided; who led on this – Work Coach or claimant; how tailored it is/how well it reflects their circumstances and needs ○ **Explore views on the CC**; how reasonable/stretching the actions have been; challenges or barriers to meeting the CC; how far the CC supports their progression; how motivating it is; any other views on the CC ○ How the WC has been **supporting/enforcing the CC**; what do they think will happen if they do not meet the CC; views on this ○ Awareness of any repercussions of not meeting CC; has this driven them to meet CC

15 minutes	**Section 4: Views and outcomes from interactions**
	
	 Note for interviewer: This section aims to explore overall views of the interactions claimants have had with the Work Coach and to explore impact and triggered behaviours.
	
	 • **Explore overall views of the interaction**
	
	 ○ **What has worked well** – **probe:** type of contact, nature of contact, support offered, CC, other – provide examples; anything that stands out/has been of real benefit; reasons for this
	
	 ○ **What has worked less well** – **probe:** type of contact, nature of contact, support/advice offered, CC, other – provide examples; outline any particular problems or challenges with interaction – provide examples
	
	 • **Explore the impact of the interactions**; **what has taken place as a result. Explore:**
	
	 ○ How do they feel about **work and progression** as a result of the interactions; reasons for this
	
	      • Explore any positive changes in attitude – **probe:** work, career, progression, motivation, confidence; how has this change impacted – provide examples
	
	      • What triggered this change – **probe:** contact with WC, WFIs, support/advice, CC, other
	
	 ○ Explore whether they have set any **personal goals/priorities for progression**; what/why; what motivated them to do this; what has been the impact of having these
	
	      • Explore **how far they have been able to overcome barriers to progression**; have they been able to overcome these; why and how; role interactions with WC have had on this

Timings	Key Questions
	- Explore whether they have **taken any other actions** as a result of interactions with their WC – **probe:** looking for other jobs, training, development opportunities, other; what triggered this - Explore whether there has been any **impact at home as a result of the interactions**, have they noticed any changes to interactions with family and/or friends ○ Explore any contact with **their employer as a result of the interactions** - What was discussed – **probe:** additional hours, pay increase, different type of contract, training and development opportunities - What triggered the conversations/decision to speak with employer – reflecting back on earlier discussion e.g. a particular conversation/meeting with WC, or the cumulative effect of multiple meetings, conditionality - The impact of the conversation on relationship, progression, other ○ Explore claimant awareness of what employer provides in terms of security, if any e.g. holiday pay, sick leave, Mat. Leave, childcare provision, paid travel time, flexitime - Explore what they take advantage of if any offered - Anything they would be particularly keen for employer to offer that they currently do not ○ Explore whether their **WC has had any contact with their employer** - What triggered this. Why did the WC lead on this; how was that decision made; what were the benefits of this approach; what did the WC discuss with their employer. What impact has this had on their relationship with their employer ○ Ask participant to summarise the parts of the interaction which have made a difference and those that have been less impactful; and the reasons why

Timings	Key Questions
2 – 3 minutes	**Section 5: Summary** Summary and pulling together the discussion, experiences and impact of IWP • Collect summary experiences of IWP – positive and negative • What are their expectations (or concerns) for the future • Do they have any comments on IWP not previously covered • Anything else they would like to mention • If they could convey one message to DWP about IWP/Universal Credit, what would that be *Interviewer: thank participant, remind about second phase of quant and qual research, close.*

Wave 2 Claimant Topic Guide

In-Work Progression Wave 2
Claimant topic guide

NOTE TO INTERVIEWERS:

The key to this guide is familiarising yourself with the circumstances of the individual you are seeing. You must know which treatment group each participant is in (T1 or T2) and bear this in mind as this will determine what contact they should have been having with JCP. **Please ensure you go through their wave 1 survey and interview responses and their wave 2 survey responses prior to the interview.**

Timings	Key Questions
2 – 3 minutes	**<u>Introduction</u>** • Thank participant for taking part in this interview and explain voluntary nature of research. • Note purpose of this interview – we would like to understand more about their experiences of the Universal Credit in-work progression trial and claiming Universal Credit whilst working. • Remind participants of when they last took part in an interview (Oct/ Nov 2016) plus each survey to help them re-familiarise themselves with what has been happening. • Reassure participants that we do not have access to details of their benefits and that participation in the research will not affect their dealings with Jobcentre or DWP in any way. • Confidentiality: reassure that all responses will be anonymised and that information about individuals will not be passed on to anyone, including back to DWP. • Role of Ipsos MORI – independent research organisation (i.e. independent of Government), we adhere to MRS code of conduct, we are gathering a range of opinions from a range of people: no right or wrong answers and if we asked any questions that they do not wish to answer, that is fine and we will move on to next question. • Interview length: between 45 and 60 minutes. Outline broad topics covered. • Get permission to digitally record – transcribe for quotes, no detailed attributed. • Any questions before we begin.

5 minutes	**<u>Section 1: Re-cap customer context</u>**
	
	Notes for interviewer: It is essential that you already have an understanding of the individual's background, the purpose of this exercise is to check whether any of these points have changed since last year.
	
	• **Remind participants of what they said in the first interview and establish whether anything has changed** – **probe:** living arrangements, where they live, relationship/family status, children (what are caring arrangements for them/who is lead carer)
	
	• In their own words ask them to describe **what 'progression' means** to them in a work context, how achievable does this feel to them
	   ○ Remind them of how they defined 'progression' in wave 1. Has this changed, why has this changed for them. What has affected this thinking
	
	   ○ What does the word 'career' mean to them, how does this relate to their definition of progression, why do they define it in that way, how achievable does this feel to them

Timings	Key Questions
5-10 minutes	**Section 2: Map customer journey of any changes to circumstances since last interview** *Note for interviewer: This section aims to recap the participants working status and explore any changes. A timeline needs to be established between wave 1 and wave 2. Emphasise that we will come back to each point in detail later in the interview – this stage should be very light touch.* • Confirm their UC claim status, if there have been any changes to this, identify when and why this had occurred. • Briefly explore recent **work history (over the past year). Check whether any of the following have changed since wave 1:** ○ Type of job; nature of work – type of activities undertaken day to day ○ Contract type – permanent, fixed term, zero hours, other ○ Hours worked – any variation ○ Length of time in post; gauge how stable employment has been- whether they have been continually employed, moved from one job to another or move between multiple jobs ○ Explore whether they have taken on a second job/currently have a second job ○ Employment status of partner – type of work, hours, length of time employed ○ Impact of children/family on work • Briefly explore if there have been any recent changes in their circumstances ○ Family and work related changes • Identify if there have been any periods of **unemployment**

Timings	Key Questions

10 minutes	**<u>Section 3: Exploration of trial impacts including positive and negative outcomes</u>**
	
	Note for interviewer: This section aims to delve deeper into the different aspects of their timeline between wave 1 and wave 2 which were established in section 2.
	
	• Recap on frequency and how long they should have been visiting the Jobcentre and ask participant to describe what they think have been the positive and negative outcomes. *Moderator note down for exploration later.*
	
	• Explore **<u>hard outcomes</u>, probe on:**
	  ○ Identify whether they have been promoted/whether any change of job was a step up or step across and how they feel about this
	
	  ○ Explore whether their role has changed – probe on hours, tasks, responsibilities, pay and how they feel about this
	
	• Explore **<u>soft outcomes:</u>**
	  ○ **Probe** on attitudes towards their work, and current career aspirations and whether have these changed over the past year
	
	  ○ Explore their confidence in discussing and approaching progression and whether this has changed e.g. talking about promotion, working more hours or being paid more
	
	• Explore **<u>horizontal outcomes:</u>**
	  ○ Ask them to describe any training that they have taken part in/ any forms of skills development. Explore who this was provided and initiated by.
	
	  ○ Explore any other actions which are helping/will help them to progress with their career
	
	• Explore impacts on family/at home
	  ○ Explore any changes at home which have come about as a result of any changes to their work/attitudes

15-20 minutes	**<u>Section 4: Drivers and barriers of change in circumstance and attitudes</u>** *Note for interviewer: This section aims to understand what has driven the changes that have occurred as well as what has prevented them from progressing further. Please pinpoint what drivers and barriers are having an impact at each point of their journey from wave 1 to wave 2. Before starting, reiterate the key changes that have occurred in the last year for them.* *Adapt language to be past/present tense depending on whether individual is still having WFI meetings* • **Work Focused Interview** ○ Explore what impact having to go to the Jobcentre has had on their motivation to progress

Timings	Key Questions
	○ Explore how WFI meetings have impacted on attitudes/actions taken to progress, probing on:

- Frequency
- Length
- What they discuss(ed)
- How varied the meetings are/were
- What steps were taken to encourage progression and provide motivation. Probe around how they and WC defined and talked about progression

    ○ Identify how easy they have found it to complete any actions required before their meetings and what role having these in place had on their attitudes towards progression.

    ○ Identify whether they have had any contact with their Work Coach in addition to their standard meetings and what impact this had on their ability to/attitudes towards progression

- **Claimant Commitment**
  - ○ Understand what role the Claimant Commitment has played in driving progression; what actions have been agreed as part of it; how easy or difficult was it to achieve these
  - ○ To what extent is the CC a driver or a barrier to progression. Could they be challenged further.

- **Additional Support**
  - ○ Explore impact of any additional support received e.g. referrals to NCS or job-related training courses
  - ○ Explore whether they went to these, how long the course lasted, whether it was in person/another channel, what skills they gained, how relevant they were, whether they helped them seek/attain progression – what impact did this have on hard skills or soft skills e.g. confidence

- **Conditionality**
  - ○ Explore whether they have been sanctioned in the past year, how many times, why and what impact this had on their attitudes towards/actions taken regarding progression

- **Relationship with the Work Coach**
  - ○ Explore the impact of the relationship with their Work Coach: whether there were there any tensions, extent to which they trust them to have their interests at heart; whether the relationship is more formal or less formal than they had hoped

Timings	Key Questions
	• Explore any **drivers or barriers to progression external to the trial** ○ Explore their perception of their own knowledge, skills and attitudes to work and what role these have played in progression/change and what outside of the trial has influenced these ○ What role their friends and family play in progression ○ Other social influences that are having an effect – what ○ What opportunities or barriers to progression there have been at their work – consider company size, relationship with manager/employer ○ Explore whether they have set any **personal goals/priorities for progression**; what/why; what motivated them to do this; what has been the impact of having these. • Explore whether they are confident about their prospects and feel that they could be doing more to progress. • Explore beliefs about their capacity to progress
5 minutes	**<u>Section 5: Exploration of residual barriers and how they can be overcome</u>** *Note for interviewer: This section aims the barriers which currently stand in their way and how they could be overcome, as well as identifying whether they are happy with where they are.* • How do they feel about their current employment – consider UC claim status, hours worked, amount they are paid, work-life balance • What else would need to be different in order for them to progress/ what would have to happen for them to get to where they want to be. Explore: ○ Extent to which they feel capable of overcoming these barriers ○ Whether they believe they have/will be given the opportunity to do so ○ What role their motivation and confidence will play ○ What else would be needed to overcome their barriers

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[28] Either one or both will be covered depending on time.

Timings	Key Questions
5 minutes	**Section 6: Overall views on the interaction** *Moderator explain that you'd like to discuss their overall perceptions of their experiences of visiting the Jobcentre whilst working* • **What has worked well** – **probe:** type of contact, nature of contact, support offered, CC, other – provide examples; anything that stands out/has been of real benefit; reasons for this. What should there be more of? • **What has worked less well** – **probe:** type of contact, nature of contact, support/advice offered, CC, other – provide examples; outline any particular problems or challenges with interaction – provide examples. What could be improved upon? • <u>Relate back to earlier discussion on barriers – what role could the Jobcentre have in helping to overcome these</u>
2 – 3 minutes	**Section 7: Summary** Summary and pulling together the discussion, experiences and impact of IWP • Summarise what has changed for them and why and the barriers and drivers that they face • Reiterate what they think could be done to improve the in-work offer to better support people to progress • Anything else they would like to mention • If they could convey one message to DWP about IWP what would that be? ***Interviewer: reassure confidentiality and check address details for incentive, also confirm that this is the last stage of the research.***

Employer Topic Guide

**In-work Progression RCT Wave 1
Employers interview topic guide Final**

NOTE TO INTERVIEWERS:

We are defining low wage workers as anyone working less than 35 hours a week on minimum wage. We are keen to understand what employers define as low wage workers, so only use the above explanation if asked explicitly.

<mark>*Yellow highlighting indicates high priority areas to cover*</mark>

Grey highlighting indicates low priority areas – cover only if time

Timings	Key Questions
2-3 minutes	**Introduction**
	• Thank participant for taking part in this interview and explain voluntary nature of research
	• Note purpose of this interview – we would like to understand more about progression for low paid employees in their organisation.
	• Confidentiality: reassure that all responses will be anonymised and that information about individuals will not be passed on to anyone, including back to DWP.
	• Role of Ipsos MORI – independent research organisation (i.e. independent of Government), we adhere to MRS code of conduct, we are gathering a range of opinions from a range of people: no right or wrong answers and if we asked any questions that they do not wish to answer, that is fine and we will move on to next question.
	• Interview length: around 45 minutes. Outline broad topics covered.
	• Get permission to digitally record – transcribe for quotes, no detailed attributed.
	• Any questions before we begin.
5 minutes	**Section 1: Company and work-force**
	Note for interviewer: this section aims to 'warm-up' the participant and gain key contextual information about the organisation.
	• Ask them to tell you about their organisation: What they do, what they offer, the types of staff that they need. Probe on: skills and flexibility
	• Ask them to briefly describe the **composition of their workforce** including: hours worked (full/part-time/flexible); main occupational skill levels; qualifications required; ease or difficulty of recruiting and retaining staff

Timings	Key Questions
	• Briefly explore what they need from their workforce, any challenges in securing this • Briefly explore organisational approach to pay and progression including: existence of pay spines/scales or performance related pay; opportunities for internal promotion; what influences wage rates e.g. business financial performance, wider labour market, competition for staff, input from trade unions, legislation

10-15 minutes	**Section 2: Work organisation – policy and practice**
	
	Note for interviewer: This section aims to understand the organisations policies and practices and how this may impact on progression in the work place.
	
	• Explore their **organisational employment practices**:
	    ○ Types of contracts that are used; why; benefits and drawbacks
	
	    ○ What impact contract type has on opportunities for progression
	
	• Whether they have a particular **type/types of people they are looking to employ** – are they solely looking for people with experience or are they happy to take on less experienced people; what influence does prior experience have on progression opportunities
	
	• Whether their **recruitment approach is strength based or competency based**; how much autonomy/flexibility individual managers have when recruiting
	
	• Are they are looking for **specific or transferrable skills**; how easy are these to find
	
	• Whether they have any **policies on staff taking second jobs**; why this is the case
	
	• What **issues employees are coming to them with** – **probe:** wanting to increase or decrease hours, needing more flexibility; looking for progression, to increase hours, earnings – whether hearing this from employees; how prevalent is this within their organisation
	
	• <mark>Read out scenario A (see Appendix A) (employee wishes to increase hours) and/or B[28] (employee wishes to take on second job) and ask follow up questions to understand:</mark>
	    ○ What their response would be in this scenario/how they would advise/expect frontline/relevant team members to respond
	
	    ○ Whether this response is hypothetical or if this scenario has happened within their organisation
	
	    ○ What influences whether people in this situation will experience a positive/negative

Timings	Key Questions

	• Understand what **impact the National Living Wage** on how the business is **organised. Probe:** staffing levels; recruitment; progression opportunities; types of positions (e.g. supervisory/team leader positions); pay differentials
	• Whether the result of the **EU referendum** has had any impact on attitudes towards training, progression, staffing levels; reasons for this
	• Understand the **impact of the how their organisation is structured on in-work progression** and why.
	    ○ Probe on: types of position that they have, how these are graded; ratio of lower to higher paid employees; when additional capacity is required how this is managed – do they hire more staff or offer hours around; do they prefer to promote/develop existing staff or hire from outside
	    ○ What the process for getting a pay rise/promotion/more working more hours is – whether this is open to all or different for staff on different contracts

15 minutes	**Section 3: Staff development and training – policy and practice**
	
	Note for interviewer: This section aims to understand the organisations attitudes and practices towards training and how this impacts employee progression.
	
	• **Explore the current types/extent of training offered** to low-skilled/low-wage employees and how this relates to opportunities for progression
	    ○ Take details of different training available – length (e.g. one day, continuous); on the job or distinct training sessions; whether this is on the job training or are wider vocational opportunities available; who is participating
	    ○ How does this training relate to opportunities to progress: mandatory or optional
	    ○ Whether training and development on offer varies according to the type of contract/hours works i.e. full time/part time/flexible hours/on a zero hours contract
	    ○ What opportunities there are for employees to develop new skills e.g. by moving around the business, gaining exposure to new areas – is this solely related to training or are there other opportunities
	    ○ What approach they take to CPD – whether they carry out PDRs; who does these, how regularly they should take place/how regularly they do take place. How is this linked to opportunities to progress
	    ○ What appetite there is for further training from employees; how do they know this
	    ○ To what extent do they encourage employees to take up training and development opportunities

Timings	Key Questions
	- Understand **attitudes to talent spotting and development/ management**: - Whether the company identifies types of/particular employees they will invest in; who this tends to be; how and why this is done - Whether they have any strategies for spotting and future talent and developing these individuals; whether this is a priority for their business - Ask to what extent **timing** plays a role in opportunities for development and training - Whether employees need to be employed for a particular length of time before they will be considered for training; whether this guidance is formal/informal **Explore what sources of training are used and why** – - Whether they develop/hold internal training or industry recognised training - Do they offer external qualifications; are these offered to certain types of individuals - Where they get funding for training (e.g. internally or public funded) - What impact they think the proposed Apprenticeship Levy would have on training in their organisation - Explore whether they currently have any specific policies around staff retention – - What are these. How do they differ from the training and development that has already been discussed. - What their **approximate training spend on low waged/skilled staff is** – whether they have a total budget/budget per employee; what impact the National Living Wage will have on their training spend; what the wider training spend and behaviours are in the organisation (i.e. amongst higher paid/skilled staff) **Understand whether there are rewards/incentives there for staff to gain more skills** and/or to encourage employees to invest in their own training **probe:** subsidies, time off for training, pay rises offered for completion of additional qualifications, others

Timings	Key Questions
15 minutes	**Section 4: Responses to government policy/future in-work progression service** *Note for interviewer: This section aims to understand the organisations awareness, involvement and attitude to in-work progression.* • Explore awareness of JCP services that are available to them ○ What are they and how did they hear about them • Explore their **existing relationship with JCP**: ○ Are they currently using any JCP services; what are they, experience of use ○ Why are they not using JCP services ○ If have existing contact; who this relationship is between (job roles) and JCP; what relationship entails – positives vs. negatives what impact it has had on their business what impact this has on employee progression opportunities ○ Perceived benefits and drawbacks to having a relationship with JCP • **Explore their awareness of the Government drive to make work pay and encourage financial independence** ○ What level of understanding they have and what their views are; how they became aware of this; how they see this impacting on/ in relation to their organisation ○ Whether they have any awareness of Government trials e.g. Timewise, IWP – how they became aware of this; how these relate to/impact on their organisation; what they know about this – provide examples ○ How they prefer to get information about these types of Government strategies and why ○ Whether they think Government/DWP should be taking the role of driving in-work progression; why/not; which other organisations/bodies could drive this; why would they be better suited • **What they expect the impact of the Government drive to make work pay and encourage financial independence amongst low wage workers will be on employers** and their organisation specifically – will it be beneficial or detrimental; ○ What they expect the constraints/challenges/barriers to them (and other employers) in supporting in-work progression will be - ask for specific examples

Timings	Key Questions

	• <u>Read scenario C (see Appendix A)</u> (approached by Work Coach about progression opportunities on behalf of claimant). Ask follow up questions to understand:
	
	   ○ How receptive they would be to this type of approach
	
	   ○ What the challenges would be
	
	   ○ How this could be positioned to be most appealing to them
	
	   ○ Receptiveness to being approached by JCP staff on behalf of an employee about increasing hours/earnings – would Work Coach be most suitable? Or someone else
	
	• <mark>What business factors do employers consider in relation to in-work progression; what would encourage them to increase part-time hours or upskill part-time staff</mark>

2-3 minutes	**<u>Section 5: Summary</u>** *Interviewer: this section seeks to summarise views and capture anything not covered previously that the participant would like to raise.* • Collect summary perceptions of opportunities for progress amongst low wage staff in their business • What are their expectations (or concerns) for the future • Do they have any comments on progression opportunities for low skill/low wage staff not previously covered • Anything else they would like to mention • If they could convey one message to DWP their role in supporting progression for low skill/low wage staff, what would that be