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Report of the Survey of Job Brokers

CRSP484S

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Centre for Research in Social Policy

November 2003

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The views in this report are the authors' own and do not necessarily reflect those of the Department for Work and Pensions.

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Acknowledgements

We would like to thank all the Job Brokers who were kind enough to take the time and trouble to return our questionnaire. Thanks are also due to Carol Beattie and Antony Billinghurst (Department for Work and Pensions) for their support and encouragement. Special thanks also to Sharon Walker at CRSP for making such an excellent job of the manuscript.

Executive summary

This report presents the findings of a postal survey of Job Brokers, who deliver the New Deal for Disabled People (NDDP) at local level. The survey is designed to gather information on Job Brokers and the services they deliver, and to provide a sampling frame of Job Brokers for a study of costs for the cost-benefit analysis element of the wider evaluation of NDDP.

Questionnaires were posted to Job Brokers during the Summer 2002. Replies were received from 76 Job Broker establishments; a response rate of 80 per cent. The relatively small sample size does limit the analysis that could be undertaken.

Key findings

- Most (49 per cent) of the Job Brokers were from the voluntary sector, a quarter (24 per cent) from the public sector and a fifth (21 per cent) from the private sector. Typically, they delivered NDDP services to two to five local authority areas. Over a half (53 per cent) of Job Brokers were registered charities.
- The qualifications of staff dealing directly with NDDP clients varied; although most staff did not have a degree or higher degree. The experience frontline staff had of other labour market programmes and of the client group also varied; with public and voluntary sector organisations having the most experienced staff.
- Various marketing methods were employed by Job Brokers. The most popular method and most cost effective was said to be distributing promotional literature at Jobcentres (66 per cent).
- The Job Brokers' perceptions of their client's needs, attitudes and job readiness varied. The overwhelming majority of Job Brokers (99 per cent) expected up to 75 per cent of their clients to be job ready within six months. Most Job Brokers thought that having a job was important to their clients. However, most Job Brokers also believed that their clients should not take any job on offer (for instance, 70 per cent disagreed that having any job is better that being unemployed). Notwithstanding some Job Brokers views on clients not taking any job, most (79 per cent) said clients should be expected to take jobs paying less than they earned previously.
- Most Job Brokers thought clients contacted them for help with moving back to work, to establish whether they were able to return to work and to find a job tailored to their needs.
- Twenty seven per cent of Job Brokers preferred to arrange a pre-registration meeting to assess the suitability of the individual for NDDP, others preferred to assess people and register them at the same time (35 per cent), while the remainder said it 'depends'.
- Job Brokers allocated clients to staff in different ways, with most Job Brokers (37 per cent) allocating on the basis of the client's geographical location (that is, home address).
- Most Job Brokers (38 per cent) allocated between 21 and 40 cases to each member of staff.
- More than one type of venue could be used to hold meetings with clients. The most popular venues for (pre-)registration meetings were neutral venues (65 per cent) and whichever Job Broker branch was most convenient for clients (63 per cent).
- Job Brokers adopted a variety of procedures for clients to contact them after registration. Most Job Brokers (88 per cent) allowed clients to leave a message with an answering machine out of office hours. Eighty two per cent of Job Brokers visited clients at work or home during office hours.
- Job Brokers employed one or more methods to monitor the progress of clients. The most commonly used were to have regular telephone contact with clients (93 per cent) and to have regular review meetings with clients (86 per cent). The least frequently used method was to send a questionnaire to the client or employer (11 per cent). The most popular methods used by Job Brokers to monitor clients' levels of satisfaction with the service were asking clients for feedback during follow-up contacts (75 per cent) and inviting clients to record and return comments in literature distributed as part of the registration process (55 per cent). Thirteen per cent of Job Brokers had no formal system to monitor clients' satisfaction levels.

- Job Brokers adopted three main approaches to working with NDDP clients, namely, to help people gain skills and confidence (99 per cent), to equip clients to find work for themselves (94 per cent), and to find jobs for their clients (86 per cent).
- Most Job Brokers provided in-house services for NDDP clients, such as CV preparation (91 per cent), soft skills training (82 per cent), helping with job search activities (93 per cent), job matching (88 per cent), benefits advice (84 per cent), careers advice (80 per cent), work experience (72 per cent) and other help or advice (71 per cent). However, only a small proportion of Job Brokers provided in-work support to clients.
- Job Brokers referred clients to other/partner organisations mainly to acquire educational qualifications (74 per cent), obtain specialist help with their illness or disability (70 per cent), and access specialist help with other problems, such as alcohol or drug addiction (71 per cent).
- Most (42 per cent) Job Brokers had a public sector organisation as a partner, a quarter (26 per cent) had a voluntary sector partner, a fifth (20 per cent) had a private sector partner and a tenth (12 per cent) had a 'mixed' sector organisation as a partner.
- Over half (55 per cent) of Job Brokers did not provide services to people who were ineligible or unsuitable for NDDP, instead they referred them to other providers. Where services were provided to non-registrants, the main service delivered tended to be careers advice (40 per cent).
- Over half (51 per cent) of the Job Brokers had contact with between one and 50 employers, and a further third (34 per cent) claimed to have had contact with 51 to 200 employers.
- In general, Job Brokers believed that there were jobs opportunities for NDDP clients. There were employment opportunities from a relatively wide range of sectors, notably manufacturing, wholesale and retail trade, hotels and restaurants, transport, storage and communication, health and social work, and other community, social and personal services. However, most Job Brokers said only a minority of professional (71 per cent) and intermediate level jobs (53 per cent) were available to their clients. The jobs that were mostly available were skilled non-manual, semi-skilled and unskilled.
- Overall, Job Brokers thought that employers' attitudes, whilst not hostile, were 'lukewarm' towards employing disabled people; for instance, 66 per cent of Job Brokers said only a **minority** of employers were positive about NDDP and already employ people who had registered for the programme.
- The most common method used to monitor the employers' level of satisfaction with NDDP services was to ask the employers for feedback during follow-up contacts. However, the monitoring systems for employers appear to be less well established than they were for clients.

1 Introduction

The New Deal for Disabled People (NDDP) is the major employment programme available to people claiming incapacity benefits, and it is an important part of the Government's welfare to work strategy. The programme is delivered locally by Job Brokers. A consortium, lead by the Centre for Research in Social Policy (CRSP),[1] has been commissioned by the Department for Work and Pensions to evaluate the programme. This report presents the finding of a postal survey of Job Brokers.

This section briefly explores the policy background to NDDP (Section 1.1). It discusses the research objectives of the Job Broker Survey (Section 1.2), and the research methodology (Section 1.3). The structure of the reminder of the report is outlined in Section 1.4.

1.1 Policy background

The New Deal for Disabled People is a voluntary programme designed to help disabled people move from incapacity benefits into sustainable employment. It was introduced in 1998 by the then Department for Education and Employment and the Department of Social Security who piloted a range of initiatives for people claiming health-related benefits. In 2001 the programme was extended nationally for three years. The Government further announced in July 2003 that the programme will be extended for a further two years to March 2006.

The NDDP is available to people claiming one of the following 'qualifying benefits':

- Incapacity Benefit
- Severe Disablement Allowance
- Income Support with a Disability Premium
- Income Support pending the result of an appeal against disallowance from Incapacity Benefit
- Housing Benefit or Council Tax Benefit with a Disability Premium – provided clients are not in paid work of 16 hours a week or more, or getting Jobseekers Allowance
- Disability Living Allowance – provided clients are not in paid work of 16 hours a week or more, or getting Jobseekers Allowance
- War Pension with an Unemployability Supplement
- Industrial Injuries Disablement Benefit with an Unemployability Supplement
- National Insurance credits on grounds of incapacity
- Equivalent benefits to Incapacity Benefit being imported into Great Britain under European Community Regulations on the co-ordination of social security and the terms of the European Economic Area Agreement.

NDDP is delivered by a network of around 60 Job Broker organisations, who help disabled people gain sustained employment. Job Brokers are a mixture of voluntary, public and private sector organisations. The Job Brokers can cover one or more local authorities, and more than one broker can operate within a district so offering potential clients a choice of Job Broker. In addition, there is a single gateway provided by Jobcentre Plus offices to new claimants of incapacity benefits, where prospective clients are informed about NDDP and local Job Brokers.

[1] Other members of the consortium are: Abt Associates, Institute for Employment Studies, National Centre for Social Research, Social Policy Research Unit, University of Nottingham and the Urban Institute.

1.2 The Evaluation of NDDP National Extension

The **Survey of Job Brokers** is designed to establish information on the range and nature of individual Job Broker organisations, in particular, the services they provide and the brokers' attitudes towards their clients and towards employers.

Other elements of the evaluation include:

- A quantitative *Survey of Registrants* to obtain information about clients' characteristics, and their experiences of, and views on, the programme.
- *Qualitative Research* to explore the organisation, operation and impacts of the Job Broker service from the perspective of key stakeholders, including in-depth interviews with: the eligible population, NDDP participants, Job Broker managerial and front-line staff, Jobcentre Plus Personal Advisers and Disability Employment Advisers.
- A *Documentary Analysis* of the successful bids made by organisations wanting to become Job Brokers in order to identify their key characteristics and the services they proposed to deliver.
- *Qualitative Research with Employers* to assess employers' awareness, understanding and experiences of NDDP and if/how these change over time.
- A quantitative *Survey of Employers* to obtain information on employers known to have recruited employees previously registered on NDDP.
- The *Survey of the Eligible Population* to obtain information about those eligible for the programme - their characteristics, work aspirations and awareness of, attitude towards, and involvement with NDDP.
- The *Impact Analysis* is designed to assess the net additionality of the NDDP. It will be based upon statistical analyses of survey and administrative data.
- The *Cost Benefit Analysis* will provide an assessment of overall value for money of the programme. It will be based on findings from a survey of the costs of administering NDDP in 20 Job Brokers (which was completed in summer 2003), other cost data provided by the Department and findings from the Impact Analysis and the Survey of Registrants.

1.3 Research aims and objectives

The Survey of Job Brokers has two broad aims. First, to supplement the Documentary Analysis (see Section 1.2) and provide information on Job Brokers and the services they provide. Secondly, to provide a sampling frame of Job Brokers for a study of the costs of delivering the programme, which is part of the Cost Benefit Analysis .

The first aim involves investigating the services Job Brokers delivered to clients, their perceptions of their clients, the role of partner organisations in service delivery and the relationship Job Brokers had with NDDP employers.

The second aim entails establishing whether individual Job Brokers were willing and able to provide detailed information on the costs of delivering the programme to the research team.

1.4 Research methodology

1.4.1 Postal survey

The survey is administered by a postal questionnaire. The questionnaires were piloted with five Job Brokers, who were then contacted for comments on the questionnaire. Slightly revised questionnaires were then posted to the remaining Job Brokers in the sample frame with a pre-paid return addressed

envelope. After three to four weeks non-respondents were sent a reminder letter with another copy of the questionnaire and any organisations not responding were later contacted by telephone.

1.4.2 Sample frame

The questionnaires were sent to all known Job Brokers operating in Summer 2002. The sample comprised Job Brokers included in the Documentary Analysis and an up-dated list of providers supplied by the Department for Work and Pensions. The total number of questionnaires issued is greater than the number of organisations awarded a job broking contract, because some Job Brokers have multiple sites and questionnaires were sent to main sites rather than to each organisation. This means that the survey responses record variation within some organisations as well as differences between organisations. It also means that the survey is a sample of main sites, and not a census of job broking organisations.

1.4.3 Response rate

In total 95 Job Broker questionnaires were sent out, 76 questionnaires were returned, giving a response rate of 80 per cent. For a postal questionnaire this is a relatively high response rate.

1.4.4 Abandoned partner questionnaire

The Documentary Analysis and emerging findings from the qualitative research showed that Job Brokers often work in partnership with other organisations. To confirm and follow up information Job Brokers provided about their partner organisations and what services they provided, a survey of partner organisations had been planned. As in the Job Brokers' Survey, the questionnaire would have asked them to indicate their ability to provide financial information about the costs of delivering NDDP services, as well as providing information on their characteristics and the services they delivered.

However, most of the pilot questionnaires that were received either left the 'partner' section blank or supplied inadequate contact details for partner organisations. There seemed to be confusion over the term 'partner organisation' as some thought it only referred to those who had formal contracts with the Job Broker and others mentioned that the named organisations were not really partners, they occasionally worked with them and so were often reluctant to divulge further details. This raised questions about the reliability of any information that the partner organisations might supply regarding their costs, or even the feasibility of asking them for any information regarding NDDP. These concerns were confirmed by the poor response to the pilot of the partners' questionnaire; indeed, some said they had no involvement in NDDP, or it was not appropriate for them to complete the 'partners' questionnaire.

It was evident that the proposed survey of partner organisations was unlikely to provide reliable data, and the Department agreed that it should not proceed. The links between many Job Brokers and their partner organisations appeared to be too tenuous and complex for a postal questionnaire, and the survey was unlikely to be cost-effective.

1.5 Structure of the report

Section 2 discusses the type, size, coverage, staffing and marketing methods of the Job Brokers.

Section 3 focuses on the services delivered to clients. The section includes Job Brokers' perceptions of the job readiness and work aspirations of clients, the reasons for clients contacting Job Brokers, the procedures, allocation of staff to cases, the venues for registration, number and length of the meetings, the access clients had to staff and the methods used to monitor a clients' progress.

Section 4 presents findings on the services that were provided to the client, including in-work support. The reasons why Job Brokers referred clients to other organisations is explored and the services that partner organisations delivered are discussed. The services provided to people who did not register for NDDP is also briefly examined.

Section 5 examines the employment opportunities available to NDDP clients, Job Broker's views on employers, the number of employers the Job Brokers contacted and the methods used to monitor the employers' satisfaction with the service provided.

Some conclusions are drawn in Section 6.

The findings reported here are based on a very small sample size, and consequently they should be treated with caution. Some of the percentages are based on cell counts of five or less.

2 Job Broker characteristics

Summary

- Most of the Job Brokers in the survey were from the voluntary sector and they mainly covered two to five local authorities (Section 2.2). Eight out of ten (79 per cent) Job Brokers who delivered their services at the local level covered between one and three local authorities (Section 2.3). Most (32 per cent) Job Brokers who delivered their services regionally covered between four to five local authorities and 63 per cent of the Job Brokers who delivered services nationally covered six or more local authorities.
- Over a half (53 per cent) of Job Brokers were registered charities.
- In general, Job Brokers believed that there were jobs for NDDP clients, but there was a limited range of jobs available from a narrow range of employers (Section 2.3.2).
- The qualifications of staff dealing directly with NDDP clients varied; although most staff did not have a degree or higher degree (Section 2.4). Only six Job Brokers had more than half of their staff with degrees or above.
- The experience frontline staff had of other labour market programmes and of the client group varied; with public and voluntary sector organisations having the most experienced staff (Sections 2.4.2 and 2.4.3).
- Most Job Brokers (38 per cent) allocated between 21 and 40 cases to each member of staff.
- Various marketing methods were employed by Job Brokers (Section 2.6). The most popular method and cost effective was distributing promotional literature at Jobcentres (66 per cent).

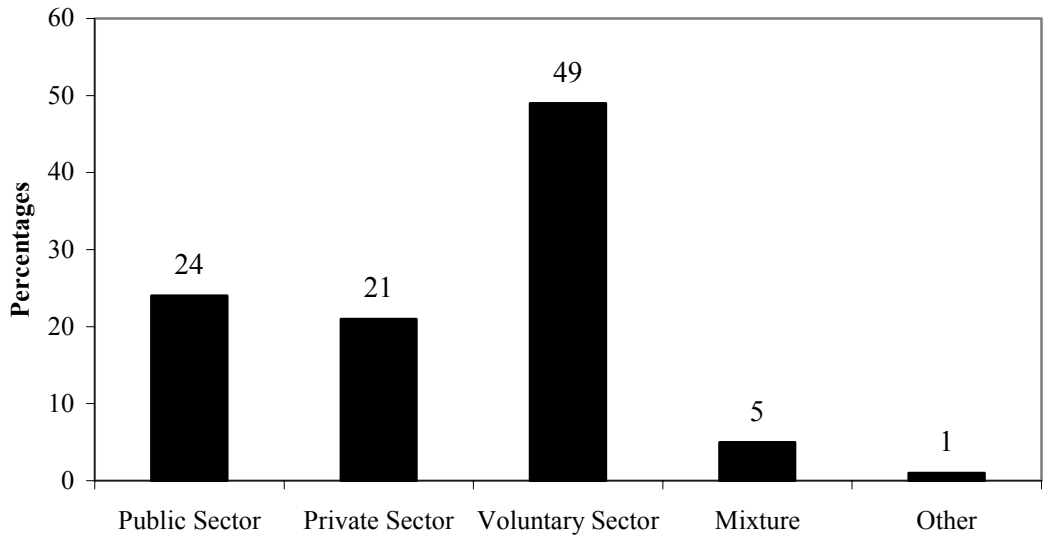
2.1 Introduction

This chapter focuses on the type (Section 2.2), size (Section 2.3) and coverage (Section 2.3) of Job Brokers. It looks at the qualifications of frontline staff and the size of their caseloads (Section 2.4). Finally, it examines the marketing methods used by Job Brokers and discusses the cost effectiveness of these methods (Section 2.5).

2.2 Type of Job Brokers

Nearly half (49 per cent) of the Job Brokers were from the voluntary sector, a quarter (24 per cent) from the public sector and a fifth (21 per cent) from the private sector (See Figure 2.1). The remaining Job Brokers were a mixture of sectors or 'other.'

Figure 2.1 Type of Job Broker



Base: All Job Brokers, unweighted base = 76

The majority (53 per cent) of Job Brokers were registered charities. Nearly nine in ten (88 per cent) voluntary sector organisations were registered as a charity (Table 2.1).

Table 2.1 Type of Job Broker who were registered as a charity

	Column percentages
	% of Job Brokers registered as a charity
Public Sector	3
Private Sector	5
Voluntary Sector	88
Mixture	3
Other	3

Base: All Job Brokers
Unweighted base: 76

The Job Brokers varied by size as measured by the number of local authority areas served (see Section 2.3). Most (46 per cent; n = 6) Job Brokers who covered only one local authority were public sector organisations (Table 2.2). In contrast, the majority of the Job Brokers who covered two to five local authorities were voluntary sector organisations.

Table 2.2 Type of Job Broker by size of Job Broker

Column percentages

	Number of local authorities				
	1	2-3	4-5	6+	Total
Public Sector	46	29	21	7	25
Private Sector	8	19	29	27	21
Voluntary Sector	31	48	50	60	48
Mixture	15	5		7	6
Total (N)	13	21	14	15	63
Total (%)	100	100	100	100	100

Base: All Job Brokers
Unweighted base: 63

2.3 Size and coverage

2.3.1 Geographical coverage

Job Brokers could deliver their services at the local, regional or national levels. Most Job Brokers delivered their services at the local level (41 per cent). A further third of Job Brokers delivered their services regionally (37 per cent), and a fifth (22 per cent) claimed to provide national coverage.

As part of their Tender Job Brokers were asked to specify the names of the local authority areas they would cover. As might be expected on the basis of geographical coverage, most Job Brokers (33 per cent) covered between two to three local authorities (Table 2.3). A fifth (21 per cent) covered one district, whilst 46 per cent covered four or more areas. Eight out of ten (79 per cent) Job Brokers who delivered their services at the local level covered between one and three local authorities. Most (32 per cent) of the Job Brokers who delivered their services regionally covered between four to five local authorities and 63 per cent of the Job Brokers who delivered their services nationally covered six or more local authorities.

Table 2.3 Number of local authorities covered

Column percentages

Number of Local Authorities	% of Job Brokers
1	21
2-3	33
4-5	22
6 plus	24

Base: All Job Brokers
Unweighted base: 63

2.3.2 Labour market conditions in area served

In general, Job Brokers believed that there were jobs for their NDDP clients, but that jobs were neither plentiful nor available from a wide range of employers (Table 2.4). The majority (63 per cent) of Job Brokers disagreed with the statement that *there are few jobs for people on NDDP who would*

like to work and a majority (65 per cent) agreed that there are jobs with a wide range of employers for people on NDDP who would like to work. However, 60 per cent agreed there are jobs with a limited number of employers for people on NDDP, and 55 per cent of the Job Brokers disagreed that *there are plenty of jobs for people on NDDP who would like to work*.

Table 2.4 Labour market conditions

Row percentages

	Strongly Agree	Agree	Disagree	Strongly Disagree	Number of cases (N)
There are few jobs for people on NDDP who would like to work	11	26	55	8	65
There are jobs with a limited number of employers for people on NDDP who would like to work	10	50	33	7	70
There are plenty of jobs for people on NDDP who would like to work	11	34	35	20	65
There are jobs with a wide range of employers for people on NDDP who would like to work	9	56	19	16	68

Base: All Job Brokers
Minimum unweighted base: 65

There were no significant differences in Job Brokers' views on labour market conditions by Job Broker sector. Although voluntary sector Job Brokers were more likely to disagree that there was a wide range of employers for people on NDDP who would like to work (38 per cent) than Job Brokers from the public sector (25 per cent) or the private sector (29 per cent).

There is some evidence of a link between Job Brokers' attitudes towards the labour market and the size of the geographical area covered by the Job Broker. As might be expected, those Job Brokers operating at the local level (see Section 2.3.1) were:

- More likely to agree (70 per cent) that there are a limited number of employers for people on NDDP who would like to work than Job Brokers covering regional (48 per cent) or national (60 per cent) catchment areas
- More likely to agree (48 per cent) that there are fewer jobs for clients than Job Brokers who were regional (33 per cent) or national (27 per cent) providers
- More likely to disagree (42 per cent) that there was a wide range of employers available for clients than Job Brokers operating regionally (28 per cent) or nationally (36 per cent)
- More likely to disagree (63 per cent) that there was plenty of paid work for the client group than Job Brokers providing regional (50 per cent) or national (57 per cent) services.

Presumably these views reflect the smaller sized labour market that each of the local Job Brokers covered (rather than that they were more likely to be public sector organisations).

A similar pattern is found when looking at the attitudes towards labour market conditions and size of Job Broker as measured by number of local authorities covered. Job Brokers covering five or fewer local authorities tended to hold similar views to 'local' Job Brokers. This is not unexpected given the positive association between geographical area covered and number of local authorities served.

2.4 Staffing

2.4.1 Qualifications of staff

The qualifications of staff dealing directly with NDDP clients varied. The survey asked what proportion of staff serving clients had a degree or higher degree, and most frontline staff did not have a degree. Seventeen per cent of Job Brokers had no frontline member of staff with a degree or higher degree, most (62 per cent) had between one and 25 per cent of staff with degrees and only six Job Brokers (nine per cent) had more than half of their staff with degrees (Table 2.5). .

By type, Job Brokers from the private sector were less likely (75 per cent) to have up to a quarter of frontline staff without degrees or higher degrees than either public sector (83 per cent) or voluntary sector (80 per cent) Job Brokers (Table 2.5).

Table 2.5 Type of Job Broker whose staff have a degree or higher degree

Row percentages

	0%	1-25%	26-50%	51-75%	76-100%	Total (N)
Public Sector	29	53	18			17
Private Sector	14	64	21			14
Voluntary Sector	13	67	7	7	7	30
Mixture		50		50		4
Other		100				1
Total (N)	11	41	8	4	2	66

Base: All Job Brokers
Unweighted base: 66

2.4.2 Staff with six or more months experience of working with other labour market programmes

The survey also asked what proportion of the frontline staff had six or more months experience of working with other labour market programmes. Three broad groups of Job Broker can be identified:

- Over a third (39 per cent) had between one and 25 per cent of staff with six or more months experience of other programmes
- A fifth (20 per cent) had between 26 and 75 per cent of staff with six or more months experience
- Over a fifth (39 per cent) had between 76 and a 100 per cent of staff with six or more months experience.

The latter group mainly comprised public and voluntary sector Job Brokers. However, voluntary sector Job Brokers were also slightly over-represented in the first of these groups (44 per cent). Whilst private sector Job Brokers were more evenly spread across these three groups (Table 2.6).

Table 2.6 Type of Job Brokers whose staff have 6 or more months experience working on other labour market programmes

Row percentages

	0%	1-25%	26-50%	51-75%	76-100%	Total (N)
Public Sector	6	35		12	47	17
Private Sector		21	21	21	36	14
Voluntary Sector	3	44	9	9	35	34
Mixture		50			50	4
Other		100				1
Total (%)	3	39	9	11	39	70

Base: All Job Brokers
Unweighted base: 70

2.4.3 Staff with six or more months experience of the client group

There is a similar distribution for the proportion of frontline staff with six or more months experience of the client group (Table 2.7). Again there are three distinct groups of Job Broker (Table 2.7):

- 40 per cent of Job Brokers with between one and 25 per cent of staff with six or more months experience of the client group
- 14 per cent of Job Brokers with between 26 and 75 per cent of staff with six or more months experience of the client group
- 47 per cent of Job Brokers with 76 to a 100 per cent of staff with experience of the client group for six or more months.

Table 2.7 Type of Job Broker whose staff have six or more months experience working with the client group

Row percentages

	1-25%	26-50%	51-75%	76-100%	Total (N)
Public Sector	39			61	18
Private Sector	29	14	21	36	14
Voluntary Sector	42	6	8	44	36
Mixture	50			50	4
Other	100				1
Total	40	6	8	47	73

Base: All Job Brokers
Unweighted base: 73

As with experience of other labour market programmes, the third group contained more public and voluntary sector organisations. Voluntary sector organisations were also more likely to be in the least experienced group (42 per cent). This may, of course, reflect recent expansion and the recruitment of new staff. Private sector organisations were spread more or less evenly across the three groups.

The larger the number of local authorities covered, the higher the proportion of experienced staff. Although this association is not clearcut, there is an indication of a 'scale effect' on the proportion of staff with experience of other programmes and of the client group. For instance:

- Those Job Brokers covering two to three local authorities were more likely (68 per cent) to have under 25 per cent of frontline staff with six or more months experience of other labour markets (Table 2.8). Similarly, those covering four or more areas were more likely to have 76 per cent or more of their staff with six or more months experience of other programmes
- This pattern was also the case for staff with six or more months experience of the client group
- However, 58 per cent of those Job Brokers covering one local authority had over 76 per cent of staff with six or more months experience of other labour market programmes.

Table 2.8 Number of local authorities covered by six or more months experience working on other labour market programmes

Column percentages

	Number of local authorities				
	1	**2-3**	**4-5**	**6+**	**Total (N)**
0 %	8			7	2
1-25 %	25	68	21	21	22
26-50 %			14	14	4
51-75 %	8	16	7	21	8
76-100 %	58	16	57	36	23
Total (N)	12	19	14	14	59

Base: All Job Brokers
Unweighted base: 59

2.4.4 Caseloads

The number of cases allocated to frontline staff varied between Job Brokers. Over a third of Job Brokers (38 per cent) allocated between 21 and 40 cases (Table 2.9) to each member of staff. Twenty nine per cent allocated between 41 and 60 cases per member of staff, 21 per cent allocated over 61 cases per member of staff. Only 13 per cent had allocated under 20 cases per member of staff. The mean of the number of cases allocated was 43 and the median was 35 cases.

Table 2.9 Number of cases allocated to each member of staff

Column percentages

	% of Job Brokers
Under 20	13
21-40	38
41-60	29
61+	21

Base: All Job Brokers
Unweighted base: 76

There were too few cases to examine whether the number of cases allocated per member of staff varied by the highest qualifications attained by staff (c.f. Section 2.4.1).

2.5 Marketing services

Job Brokers used a wide range of marketing methods to promote their services (Table 2.10). Although, overall they tended to use promotional literature rather than advertising to market their services. The most popular method (66 per cent) was distributing promotional literature at Jobcentres. This was followed by placing promotional literature at voluntary/disability organisations (59 per cent), GP surgeries (55 per cent) and health centres (53 per cent). This approach is possibly more likely to capture new claimants, rather than existing claimants (unless their health condition or disability requires them to make frequent visits to their doctors' surgeries).

Attending careers/job fairs was also a well-established marketing method used by Job Brokers (51 per cent). Advertising in newspapers was used by 45 per cent of Job Brokers, and 24 per cent used the radio. The least used methods were advertising on television (n=2) and the use of a mobile bus/van (n=7). Nearly a fifth (18 per cent) of Job Brokers used email and/or the internet to market their services.

Table 2.10 Marketing methods used by Job Brokers

Method	Percentage using method	Percentage believing method cost-effective	Number
Newspaper advertising	45	56	34
Email/Internet advertising	18	50	14
Radio advertising	24	33	18
TV advertising	3		2
Careers/Job fairs	51	51	39
Mobile bus/van	9		7
Promotional literature at Jobcentres	66	74	50
Promotional literature at GP surgeries	55	60	42
Promotional literature at health centres	53	60	40
Promotional literature at community centres	53	73	40
Promotional literature at voluntary/disability organisations	59	73	45
Other (e.g. Libraries, presentations	11		8

Of the marketing methods used, Job Brokers' views on their cost effectiveness varied. Although as might be anticipated, views on cost-effectiveness broadly reflected the distribution of methods used. Accordingly, promotional literature was seen as more cost effective than advertising, and the most cost-effective method was promotional literature at Jobcentres. Promotional literature at community centres (75 per cent) and voluntary/disability groups (73 per cent) was seen as more cost effective than literature at surgeries or health centres (both 60 per cent).

These methods were seen as more cost-effective than advertising in newspapers (56 per cent), careers/jobs fairs (51 per cent) or by email/internet (50 per cent). The least cost-effective method was radio advertising, with a third (33 per cent) believing it to be cost-effective.

3 Delivering services to clients

Summary

- The Job Brokers' perceptions of their clients' needs, attitudes and job readiness varied. The overwhelming majority of Job Brokers (99 per cent) expected up to 75 per cent of their clients to be job ready within the next six months (Section 3.2.1). Most Job Brokers thought that having a job was important to their clients (for example, 54 per cent of Job Brokers believed that if their clients had enough money to live comfortably for the rest of their lives, most would still want to work) (Section 3.2.2). However, most Job Brokers also believed that their clients should not take any job on offer (for instance, 70 per cent disagreed that having any job is better that being unemployed). Notwithstanding some Job Brokers views on clients not taking any job, most (79 per cent) said clients should be expected to take jobs paying less than they earned previously.
- Most Job Brokers thought clients contacted them for help with moving back to work, to establish whether they were able to return to work and to find a job tailored to their needs (Section 3.3).
- Twenty seven per cent of Job Brokers preferred to arrange a pre-registration meeting to assess the suitability of individuals for NDDP, others preferred to assess people and register them at the same time (35 per cent), while the remainder said it 'depends' (Section 3.4.1). However, as most (60 per cent) Job Brokers expected to have just one meeting with clients between first contact and registration (Section 3.4.5), then most of those saying 'it depends' did, in practice, register clients at the first meeting. Just under a third (30 per cent) said they had an average of two meetings with clients. A half (50 per cent) of the Job Brokers expected the (pre-)registration meeting(s) to last one hour and 39 per cent thought they would last two hours (Section 3.4.6).
- Job Brokers allocated clients to staff in different ways (Section 3.4.2). Most Job Brokers (37 per cent) said clients were allocated depending on the client's geographical location. The least likely method used was allocating clients alphabetically by surname (one per cent). Over half of the Job Brokers (56 per cent) said all their staff delivered all of the available services (Section 3.4.3). A quarter (25 per cent) of the Job Brokers claimed that the staff specialised in different aspects of the service. The least likely methods used were for staff to specialise in dealing with people with different types of illness/disability (nine per cent) and other methods (ten per cent).
- More than one type of venue could be used to hold meetings with clients (Section 3.3.4). The most popular venues for Job Brokers to hold their (pre-)registration meetings were at neutral venues (65 per cent) and at whichever branch was most convenient for clients (63 per cent).
- Job Brokers had a variety of procedures for clients to contact them after registration (Section 3.4.7). Most Job Brokers (88 per cent) allowed clients to leave a message with an answering machine out of office hours. Eighty two per cent of Job Brokers would visit clients at work or at home during office hours.
- Job Brokers employed one or more methods to monitor the progress of clients (Section 3.4.8). The most commonly used methods were regular telephone contacts with clients (93 per cent) and regular review meetings with clients (86 per cent). The least frequently used method was to send questionnaires to clients or employers (11 per cent).
- The most popular methods used by Job Brokers to monitor clients' levels of satisfaction with services were asking clients for feedback during follow-up contacts (75 per cent) and inviting clients to record and return comments in literature distributed as part of the registration process (55 per cent) (Section 3.4.9). Thirteen per cent of Job Brokers had no formal system to monitor clients' satisfaction levels.

3.1 Introduction

This chapter discusses the services delivered to the clients. Section 3.2 looks at the Job Brokers' perceptions of the clients' profile, notably the clients' needs, attitudes and job readiness. Section 3.3 explores the reasons why NDDP clients contact Job Brokers. Section 3.4 discusses the different procedures followed when a client contacts a Job Broker (Section 3.4.1); the allocation of staff to cases (Section 3.4.2); the main method of service delivery (Section 3.4.3); venues (Section 3.4.4), number (Section 3.4.5) and length of meetings (Section 3.4.6); the access clients have to Job Brokers after registration (Section 3.4.7); how clients' progress is monitored (Section 3.4.8); and, finally, monitoring the clients' levels of satisfaction (Section 3.4.9).

3.2 Job Brokers' perceptions of the client profile

3.2.1 Job readiness

The survey asked Job Brokers about their assessment of their clients' needs, attitudes and job readiness. In general, respondents expected most clients to be job ready within a short period of time:

- 79 per cent of Job Brokers expected up to a quarter of their clients to be nearly job ready, with minimum assistance required; and
- the overwhelming majority of Job Brokers (99 per cent) expected up to 75 per cent of their clients to be job ready within the next six months.

However, 67 per cent expected up to half of their clients to be job ready after one year, suggesting that Job Brokers were aware that some clients were 'harder to place'. Nearly a third (29 per cent) said a quarter of their clients' job readiness 'depends'.

3.2.2 Work aspirations

According to the Job Brokers, NDDP clients had differing attitudes towards working (Table 3.1).[2] Nevertheless, most Job Brokers thought that having paid work was important to their clients, as:

- 94 per cent believed that for clients having a job was very important to them
- 54 per cent thought if clients had enough money to live comfortably for the rest of their lives, most would still want to work.

However, most Job Brokers also believed that their clients should not take any job on offer:

- 70 per cent disagreed that having any job is better that being unemployed
- 67 per cent did not believe that clients should accept any job they could do
- 59 per cent said clients did not see it as their responsibility to find employment.

The tension between Job Brokers' views on clients wanting work, but not any job is reflected in the 52 per cent who disagreed with the statement *'Once they have a job they usually feel it is important to hang on to it, even if they don't really like it'*; the remaining respondents agreed with this statement.

Notwithstanding some Job Brokers views on clients not taking any job, over three-quarters (79 per cent) said clients should be expected to take jobs paying less than they earned previously, that is, lower paid work. It is possible that Job Brokers were simply reporting what often happens in practice, that is, those re-entering the labour market tend to earn less than in previous jobs. However, Job Brokers may be aware that clients' pay, if low, can be supplemented by tax credits and other in-work

[2] A two-sided Pearson's correlation analysis was conducted to explore the relationships between Job Brokers attitudes about the job readiness of their clients, and this is presented Annex A. This supports the findings reported here.

benefits, and their responses may have reflected that they knew that actual take-up home pay could be higher.

Table 3.1 Job Brokers' perceptions of clients' attitudes towards work

Row percentages

	Strongly Agree	Agree	Disagree	Strongly Disagree	Number of cases (N)
For most, having almost any job is better than being unemployed	7	23	58	12	73
Generally they see it as their responsibility to find a job	1	39	55	4	71
Generally, they are prepared to take any job they can do, not just a job in their usual occupation	1	32	59	7	69
They should not be expected to take a new job earning less than they were earning in their last job	1	19	75	4	69
If they had enough money to live comfortably for the rest of their lives, most would still want to work	6	49	38	7	68
Having a job is very important to them	35	59	6		71
Once they have a job they usually feel it is important to hang on to it, even if they don't really like it	1	47	52		73

Base: All Job Brokers

3.3 Perceived reasons for contacting Job Brokers

Table 3.2 Perceived reasons why NDDP clients contact Job Brokers

				Row Percentages	
	All Clients	Majority of clients	Minority of clients	None	Number of cases
a) For help with moving back to work	14	82	4		72
b) To find out whether they are able to get back to work	8	68	24		72
c) To increase their working hours	2	2	63	34	68
d) To find a job that is tailored to their needs	10	70	18	3	73
e) For help with finding training	3	28	65	4	72
f) For help with getting or increasing their benefits		11	51	38	72
g) They think it is compulsory		7	41	52	71
h) They think they would lose their benefits if they did not		8	54	38	72
i) To get more information about their benefits position		44	42	14	72
j) It seemed a good idea	8	27	45	21	67
k) It was an opportunity to talk about their situation/prospects with someone else	6	59	31	4	70
l) It was arranged for them by someone else		5	70	25	67
m) Other reasons		21	21	57	14

Base: All Job Brokers

As might be expected most Job Brokers thought clients contacted them in order to help them gain employment. Most Job Brokers said all or a majority of their clients wanted (Table 3.2):

- help with moving back to work
- to establish whether they were able to return to work
- to find a job tailored to their needs
- to talk to someone about their situation and/or prospects.

Most Job Brokers claimed that only a minority of NDDP clients contacted them to increase their working hours, for help with finding training, for help with getting or increasing their benefits, or because the meeting was arranged by someone else.

Forty eight per cent of Job Brokers claimed some clients contacted them because they believed that the programme was compulsory. Fifty four per cent of Job Brokers felt that a minority of clients contacted them because they believed they would lose benefit entitlement if they did not. Private sector Job Brokers were more likely to believe this of their clients.

Most Job Brokers said that a minority of their clients contacted them to get help with claiming or increasing the clients' benefits; although voluntary sector Job Brokers were less likely to have thought this about their clients. In addition, the majority of Job Brokers believed clients wanted more information about their benefit position.

3.4 Contacting the Job Broker

3.4.1 Procedures

Some Job Brokers (27 per cent) preferred to arrange a pre-registration meeting to assess a client's suitability for the programme, others preferred to assess the suitability of NDDP for the client and register them at the same time (35 per cent), while others said 'it depends' (39 per cent). However, as most (60 per cent) Job Brokers expected to have just one meeting with clients between first contact and registration (see Section 3.4.5), then most of those saying 'it depends' did, in practice, register clients at the first meeting.

Most public sector (44 per cent) and private sector (44 per cent) organisations claimed 'it depends', whilst most of the voluntary sector organisations said they assessed the suitability of NDDP for clients and registered them at the same time.

For the 29 Job Brokers where the intake process depended upon circumstances, most took into account the client's needs and wishes (44 per cent) and the client's eligibility for the programme (44 per cent).

3.4.2 Allocation of staff to cases

Job Brokers allocated clients to staff in different ways. Over one-third of Job Brokers (37 per cent) said clients were allocated depending on the client's geographical location (Table 3.3). Over a sixth (16 per cent) said clients were allocated to whoever was available. The least likely method used to allocate clients to staff was allocating them alphabetically by surname (one per cent; n = 1).

Table 3.3 How clients are allocated to staff

	Column percentages % of Job Brokers who used this method
Clients are allocated by rotation	9
Clients are allocated to whoever is available	16
Clients are allocated to whoever has fewest clients	4
Clients are allocated depending on support they require	14
Clients are allocated depending on nature of illness/disability	4
Clients are allocated depending on their geographical location	37
Clients are allocated alphabetically by surname	1
Other	16

Base: All Job Brokers
Unweighted base: 76

3.4.3 Methods of service delivery

Over half of the Job Brokers (56 per cent) said that all of their frontline staff delivered all of the available services (Table 3.4). A quarter (25 per cent) of the Job Brokers claimed that the staff specialised in different aspects of the service. The least likely methods used were for staff to specialise in dealing with people with different types of illness or disability (nine per cent) and other unspecified methods (10 per cent).

Table 3.4 Methods of service delivery

	Column Percentages % of Job Brokers who used this method
All staff deliver all the available services	56
Staff specialise in different aspects of the service	26
Staff specialise with people with different types of illness/disability	9
Other	10

Base: All Job Brokers
Unweighted base: 71

3.4.4 Venue of meetings

Job Brokers could use more than one type of venue when meeting clients. The most popular venues for pre-registration/registration meetings were neutral venues (65 per cent) and at whichever branch office was most convenient for clients (63 per cent). The venues which were least popular were the organisation's head office (38 per cent), the client's home (49 per cent) and somewhere else not specified (11 per cent).

Neutral venues were more likely to be used by private sector (75 per cent) and voluntary sector (68 per cent) Job Brokers than by public sector Job Brokers.

Voluntary sector organisations were more likely (51 per cent) to hold registration meetings at their head office than other types of Job Broker (Table 3.5). Client's home were more often used as meeting places by private (63 per cent) and public (56 per cent) sector Job Brokers than by voluntary sector Job Brokers (41 per cent).

Public sector Job Brokers were more likely to hold meetings at whichever branch office was most convenient for clients (78 per cent), compared to Job Brokers in the voluntary (62 per cent) and private (56 per cent) sectors (Table 3.5).

Table 3.5 Venue of meetings by type of Job Broker

Column Percentages

	Public Sector	Private Sector	Voluntary Sector
At our head office	17	25	51
At whichever branch is nearest/most convenient for them	78	56	62
At a neutral venue	56	75	68
At a client's home	56	63	41
Somewhere else	17	13	3

Base: All Job Brokers
Unweighted base: 76

There may be an association between venue used and scale or coverage of the Job Brokers service. The more local authority areas the Job Brokers covered, the greater the likelihood they held registration meetings at whichever branch office was most convenient to clients, and the higher the chance they held meetings at neutral venues.

3.4.5 Number of meetings

As already mentioned, some Job Brokers registered clients at their first meeting, whilst others held a number of pre-registration meetings. Overall, 60 per cent of the Job Brokers said they would expect to have had one meeting with clients between first contact and registration. Just under a third (30 per cent) said they had an average of two meetings with clients. Few Job Brokers expected to have three or more meetings prior to registration.

For Job Brokers who arranged a pre-registration meeting to assess the suitability of NDDP for the client, most of the public sector (62 per cent) and the private sector (46 per cent) Job Brokers expected to have had only one meeting with the client. Whilst the majority (62 per cent) of the voluntary sector Job Brokers expected to have held two meetings. The Job Brokers who covered one local authority (71 per cent) or four to five (54 per cent; (n = 4)) authorities expected to have held one meeting, whereas half (50 per cent) of those covering six or more local authorities tended to have had two meetings.

There was a tendency for those holding meetings at head office to have registered clients at the first meeting. Whilst those holding meetings in clients' home were more likely to hold two meetings compared to those meeting at other venues.

The number of meetings held does not appear to be related to the Job Brokers' assessment of their clients' attitudes towards work (see Section 3.2).

As well as meetings leading up to and including registration clients may have meetings with Job Brokers after registration. Unfortunately, information on post-registration meetings is not available from the Survey of Job Brokers. However, the Survey of Registrants reveals that after registration clients had, over a five month period, an average of four face-to-face and five telephone contacts with Job Brokers.

3.4.6 Length of meetings

In total, that is, regardless of the number of meetings, a half (50 per cent) of the Job Brokers expected the (pre-)registration meeting(s) to last one hour, and a further 39 per cent thought they would last two hours (Table 3.6).

Table 3.6 Length of meetings

	Column percentages
	% of Job Brokers
One hour	50
Two hours	39
Three hours	5
Four hours	1
More than four hours	4

Base: All Job Brokers
Unweighted base: 74

By type of Job Broker, over half of the private (53 per cent) and voluntary (56 per cent) sector organisations had one hour meetings. Half (50 per cent) of the public sector organisations said they expected to have meetings with clients hat would last two hours. The venue used did not appear to affect the length of these meetings, except that meetings held at head offices were more likely to last one hour compared to meetings held elsewhere.

For those Job Brokers regularly or sometimes holding pre-registration meetings (see Section 3.4.1), most of the public (54 per cent), private (46 per cent) and voluntary (48 per cent) sector Job Brokers expected the meetings to last two hours. Most of the Job Brokers who covered between two and five local authorities also expected the (pre-)registration meetings to last for two hours. Whilst nearly half (43 per cent) of the Job Brokers who covered one local authority expected the meetings to last one hour and another 43 per cent expected the meetings to last two hours. Similarly, a half of the Job Brokers who covered six or more local authorities expected (pre-)registration meeting to last one hour with the remainder expecting the meetings to last two hours.

3.4.7 Clients' access to Job Brokers after registration

Job Brokers operated a variety of procedures for clients to contact them after registration. Most Job Brokers (88 per cent) allowed clients, out of office hours, to leave a message on an answering service machine. In part this was because most Job Brokers (86 per cent) said staff could be contacted during office hours only (Table 3.7). Indeed, over half (55 per cent) operated an appointment only service. However, there was some flexibility with staff visiting clients at work or home during office hours in 82 per cent of Job Brokers. Moreover, 54 per cent of Job Brokers operated a 'drop in' service. The least popular methods used by Job Brokers were that staff could be contacted out of office hours (13 per cent), clients could contact a helpline operated by staff outside office hours (five per cent), and other methods which were not specified (three per cent).

Table 3.7 Access clients have to staff

	Cell Percentages % of Job Brokers who used this method
Staff are available whenever clients drop in	54
Staff are available by appointment only	55
Staff can be contacted during office hours only	86
Staff can be contacted out of office hours	13
Clients can leave a message with an answering service machine out of office hours	88
Clients can contact a help line operated by staff during office hours	43
Clients can contact a help line operated by staff outside office hours	5
Staff will visit clients at work/home during office hours	82
Staff will visit clients at work/home outside office hours	41
Other	3

Base: All Job Brokers
Unweighted base: 76

The methods of access followed did not vary much by type of Job Broker, except that private sector Job Brokers were more likely than other types to operate both a 'drop in' service and a helpline operated by staff out of office hours. It follows they were less likely to operate an appointment only system. Voluntary sector Job Brokers were more likely to run an appointment only service.

3.4.8 Monitoring clients' progress

All Job Brokers employed one or more methods to monitor the progress of clients (Table 3.8). The most commonly used methods were to have regular telephone contact with clients (93 per cent) and to hold regular review meetings with clients (86 per cent). The least frequently used method was to send a questionnaire to clients and employers (11 per cent).

Table 3.8 How client's progress is monitored

	Cell percentages % of Job Brokers who used this method
Regular review meetings with the client (weekly/fortnightly/monthly)	86
Regular review meetings with the client and the employer	54
Regular telephone contact with the client	93
Regular telephone contact with the client and the employer	58
Questionnaire sent to client	30
Questionnaire sent to client and employer	11
There is no formal monitoring system in place	0
Other	17

Base: All Job Brokers
Unweighted base: 76

Private sector Job Brokers were the least likely (75 per cent) to hold regular review meetings with clients compared to voluntary sector (92 per cent) and public sector (89 per cent) Job Brokers. Similar proportions across the three main types of Job Broker used the telephone to monitor progress.

Somewhat surprisingly, Job Brokers covering only one local authority were less likely to hold regular review meetings with clients than those covering larger areas, where the greater distances involved might be expected to have had more of a constraint on the use of this method. As might be expected Job Brokers who covered six or more local authorities were more likely to have had regular telephone contact with their clients than other Job Brokers; although they had the least amount of regular telephone contact with both clients and employers.

3.4.9 Monitoring clients' levels of satisfaction

Another aspect of monitoring NDDP clients was to see how satisfied they were with the services the Job Brokers provided. The most popular methods used by Job Brokers were asking clients for feedback during follow-up contacts (75 per cent) and inviting clients to record and return comments made in literature distributed as part of the registration process (55 per cent). Only 13 per cent of Job Brokers had no formal system to monitor clients' levels of satisfaction with services (Table 3.9).

Table 3.9 Methods used to monitor clients' satisfaction

	Cell Percentages
	% of Job Brokers who used this method
Questionnaire completed by client	41
Client asked for feedback during follow-up contacts	75
Clients invited to communicate criticisms/comments/suggestions in literature distributed as part of the registration process	55
There is no formal monitoring system in place	13
Other	5

Base: All Job Brokers
Unweighted base: 76

4 Service provision

Summary

- Job Brokers adopted three main approaches to working with NDDP clients, namely, to help people gain skills and confidence (99 per cent), to equip clients to find work by themselves (94 per cent), and to find jobs for their clients (86 per cent) (Section 4.2.1).
- Most Job Brokers provided in-house services for NDDP clients, such as CV preparation (91 per cent), soft skills training (82 per cent), help with job search activities (93 per cent), job matching (88 per cent), benefits advice (84 per cent), careers advice (80 per cent), work experience (72 per cent) and other help or advice (71 per cent) (Section 4.3).
- A small proportion of Job Brokers provided in-work support to clients (Section 4.4). Some appointed a job coach/mentor within the workplace (43 per cent), accompanied the client to work for an initial period (45 per cent), assisted with the organisation of personal/domestic commitments (49 per cent), provided access to support networks (43 per cent), or 'other' unspecified support (28 per cent).
- The main reasons why Job Brokers referred NDDP clients to other/partner organisations were to enable clients to acquire educational qualifications (74 per cent), to obtain specialist help with their illness or disability (70 per cent), and to access specialist help with other problems, such as alcohol or drug addiction (71 per cent) (Section 4.5.1).
- Most (42 per cent) Job Brokers had a public sector organisation as a partner, a quarter (26 per cent) had a voluntary sector partner, a fifth (20 per cent) had a private sector partner and a tenth (12 per cent) had a 'mixed' sector organisation as a partner. Two-thirds (66 per cent) of Job Brokers said the main role of their partner was to deliver services. A sizeable minority (41 per cent) had partner organisations with an advisory role. Just over a tenth (13 per cent) had a strategic partner; and nine per cent had a partner with some unspecified 'other' role.
- Over half (55 per cent) of Job Brokers did not provide services to people who were not eligible for NDDP, rather they referred them to other providers (Section 4.6). Where services were provided to non-registrants, the main provision tended to be careers advice (40 per cent).

4.1 Introduction

This chapter focuses on the services Job Brokers provided to clients. Section 4.2 looks at Job Brokers' approaches to working with their clients. Section 4.3 explores in-house services and Section 4.4 the types of in-work support provided for NDDP clients. Section 4.5 discusses the reasons for referring clients to other organisations and the types of partner organisations the Job Brokers worked with to help them deliver their services, and Section 4.6 looks at the services provided to non-registrants.

4.2 Job Broker's approach to working with their clients

Job Brokers adopted three main approaches to their work with NDDP clients (Table 4.1). The majority agreed that their main aim was:

- to help people gain the necessary skills and confidence to help them find employment (99 per cent),
- to equip clients to find work by themselves (94 per cent), and
- to find jobs for their clients (86 per cent).

Nearly half (48 per cent) of the Job Brokers disagreed with the statement that their main aim was to work with clients to help them achieve their goals, whether these were work-related or not. Implying that Job Brokers were highly work focused in their dealings with the client group.

Table 4.1 Job Brokers' approaches to working with clients

Row percentages

	Disagree Strongly	Disagree	Agree	Agree Strongly	Number of cases (N)
Our main aim is to find jobs for our clients	1	12	34	51	73
Our main aim is to equip clients to find work for themselves		6	51	43	70
Our main aim is to help people gain skills and confidence, which may help them find employment		1	46	53	72
Our main aim is to work with clients to help them to achieve their goals, whether these are work related or not	13	35	30	22	69

Base: All Job Brokers
Minimum unweighted base: 69

Overall, Job Brokers' views did not vary significantly by type of organisation, charitable status, area coverage, or number of cases allocated to frontline staff. Factors which *a priori* might have affected the broad approach adopted by a Job Broker. However, there are two notable exceptions to this. First, the 63 per cent of Job Brokers who were registered as a charity and agreed that their main aim was to work with clients to help them achieve their goals, whether they were work-related or not. Suggesting that Job Brokers who were registered charities saw themselves as having a wider brief than just focusing on obtaining sustainable employment for clients. Secondly, the 58 per cent of Job Brokers who delivered their services at the local level and disagreed with the last of the statements in Table 4.1, whilst most of the Job Brokers with regional (65 per cent) and national (57 per cent) coverage agreed with this aim (Table 4.2).

Table 4.2 Main aim is to work with clients to help them achieve their goals whether these are work related or not

Column percentage

	Job Brokers' Coverage		
	Local	Regional	National
Disagree Strongly	8	15	14
Disagree	50	19	29
Agree	19	35	50
Agree Strongly	23	31	7

Base: All Job Brokers
Unweighted base: 66

4.3 In-house services

There are various services Job Brokers can provide in-house for NDDP clients (Table 4.3). Most of the Job Brokers provided services such as CV preparation (91 per cent), soft skills training (82 per cent), helping with job search activities (93 per cent), job matching (88 per cent), benefits advice (84 per cent), careers advice (80 per cent), work experience (72 per cent) and other help or advice (71 per cent). That Job Brokers could provide these services does not mean, of course, that all their clients received these services, merely that they were available if required.

Services that Job Brokers tended not to provide were basic skills training (34 per cent) and key skills training (42 per cent).

Table 4.3 In-house services provided for clients

	Cell percentage % of Job Brokers who used this method
CV preparation	91
Basic skills training-literacy, numeracy	34
Soft skills training-confidence building, communication skills	82
Key skills training-computer skills, telephone skills	42
Job searching	93
Job matching	88
Benefits advice	84
Careers advice	80
Work experience	72
Other help or advice	71

Base: All Job Brokers
Unweighted base: 76

There was no evidence that the type of in-house services provided varied by type of Job Broker or scale of operation, as measured by the number of local authorities served.

4.4 In-work support

There are various types of post-employment support that Job Brokers can provide for NDDP clients. However, most Job Brokers did not seem to provide much in-work support (Table 4.4). Only 43 per cent of Job Brokers appointed a job coach/mentor within the workplace, 45 per cent said they accompanied clients to work for an initial period, 49 per cent assisted with the organisation of personal/domestic commitments, 43 per cent provided access to support networks and 28 per cent provided 'other' support. Although higher proportions of Job Brokers assisted clients with travel arrangements (86 per cent), and had face-to-face interventions with employers on behalf of clients (82 per cent). These proportions may, of course, reflect relatively low numbers of clients in employment, and the figures may increase as Job Brokers are more successful in moving clients into paid work.

Table 4.4 In-work support provided to clients

	Cell percentage % of Job Brokers who used this method
Appointing a job coach/mentor/buddy within the workplace	43
Accompanying client to work for initial period	45
Assisting client with travel arrangements/route planning	86
Face-to-face intervention with employer on client's behalf	82
Assistance with organisation of personal/domestic commitments	49
Access to support networks	43
Other	28

Base: All Job Brokers
Unweighted base: 76

A higher proportion of public and voluntary sector Job Brokers provided in-work support (such as, appointing a job coach/mentor within the work place, accompanying clients to work for an initial period, assisting with organisation of personal/domestic commitments, and accessing support networks) than private sector Job Brokers. However, all three types of Job Broker provided support by assisting a client with travel arrangements and intervening face-to-face with an employer on a client's behalf.

For some of the in-work support services available to clients, the greater the number of local authority areas the Job Broker covered the more likely they were to provide in-work support, possibly indicating that some critical mass, or economy of scale is required before Job Brokers can provide in-work support. For example 64 per cent of Job Brokers who covered one to three local authorities appointed a job coach/mentor within the workplace compared to 97 per cent of those who covered four or more districts. Also only 39 per cent of the Job Brokers who covered one local authority assisted with organising personal/domestic commitments compared to 65 per cent of the Job Brokers who covered two to three authorities.

4.4.1 In-work support and how clients' progress is monitored

Looking at the relationship between the methods used to monitor clients' progress (see Section 3.4.8) and the in-work support they received, there is a suggestion of an association between method used and in-work service provided. Those Job Brokers delivering services that were more work-related (that is, having a mentor, accompanying a client to work, assisting with travel and face-to-face contact with employers) tended to use regular meetings to monitor clients' progress. This may simply reflect the nature of the (face-to-face) contact that provision of this type of in-work support demands. Whilst for the provision of more personal/social type services, namely, assistance with household arrangements and access to support networks, the proportions tended to be higher for those using questionnaires and lowest for those using the telephone to contact clients on a regular basis. It is less clear why this might be the case.

Table 4.5 In-work support with methods used to monitor client's progress

Cell percentages

	Regular meetings with client	Regular meetings with client & Employer	Regular phone with client	Regular phone with client & employer	Question-naire sent to client	Question-naire sent to client & employer
Appointing mentor within workplace	50	56	44	57	35	38
Accompanying client to work	52	66	44	52	44	50
Assisting client with travel	92	90	87	86	87	50
Face-to-face intervention with employer	88	88	84	89	83	75
Assistance with personal domestic commitments	56	63	49	55	61	75
Access to support networks	50	54	43	46	57	75
Other	27	24	29	25	44	50

Base: All Job Brokers
Unweighted base: 75

4.5 Referrals

4.5.1 Reasons for referrals

There were many reasons why Job Brokers referred NDDP clients to other organisations, agencies and/or professionals (Table 4.6). The most popular reason was so that a client could acquire further educational qualifications (74 per cent). A high proportion also referred clients to get specialist help with other problems such as alcohol/drug addiction (71 per cent), to obtain specialist help with a client's illness or disability (70 per cent), to obtain basic skills training (65 per cent), to access more intensive support than the Job Broker could offer (63 per cent), to gain work experience within a voluntary organisation (59 per cent), to obtain key skills training (57 per cent), and to refer clients who were not job ready (53 per cent). The least mentioned reasons were for other help or advice (42 per cent), benefits advice (34 per cent), soft skills training such as confidence building and communication skills (29 per cent), careers advice (26 per cent), job matching (11 per cent), and job searching (eight per cent).

Table 4.6 Reasons for referring clients

	Multiple Response % of Job Brokers who used this method
Clients require more intensive support than we can offer	63
Clients are insufficiently job ready for us to help them	53
To acquire further educational qualifications	74
Basic skills training (literacy and numeracy)	65
Soft skills training (confidence building, communication skills)	29
Key skills training (computer skills, telephone skills)	57
Job searching	8
Job matching	11
Benefits advice	34
Careers advice	26
To gain work experience/a work taster	49
To gain work experience within a voluntary organisation	59
To get specialist help with their illness/disability	70
To get specialist help with other problems (alcohol/ drug addiction)	71
Other help or advice	42

Base: All Job Brokers
Unweighted base: 76

Private sector Job Brokers were more likely to refer clients if they were not sufficiently job ready (71 per cent) than were public (56 per cent) or voluntary (50 per cent) sector Job Brokers. They were also more likely to refer their clients for benefits advice.

Public sector Job Brokers were more likely to refer clients to gain work experience with a voluntary organisation (72 per cent) than were either private (57 per cent) or voluntary (58 per cent) sector Job Brokers. They were also more likely to refer clients for other help or advice (56 per cent) than private (36 per cent) and voluntary (42 per sent) sector organisations.

Voluntary sector Job Brokers were more likely to refer clients for basic skills training such as literacy and numeracy (75 per cent) than public (56 per cent) and private (64 per cent) sector brokers. They were also more likely to refer clients for work experience/work taster placements (58 per cent) than public (44 per cent) or private (43 per cent) sector Job Brokers.

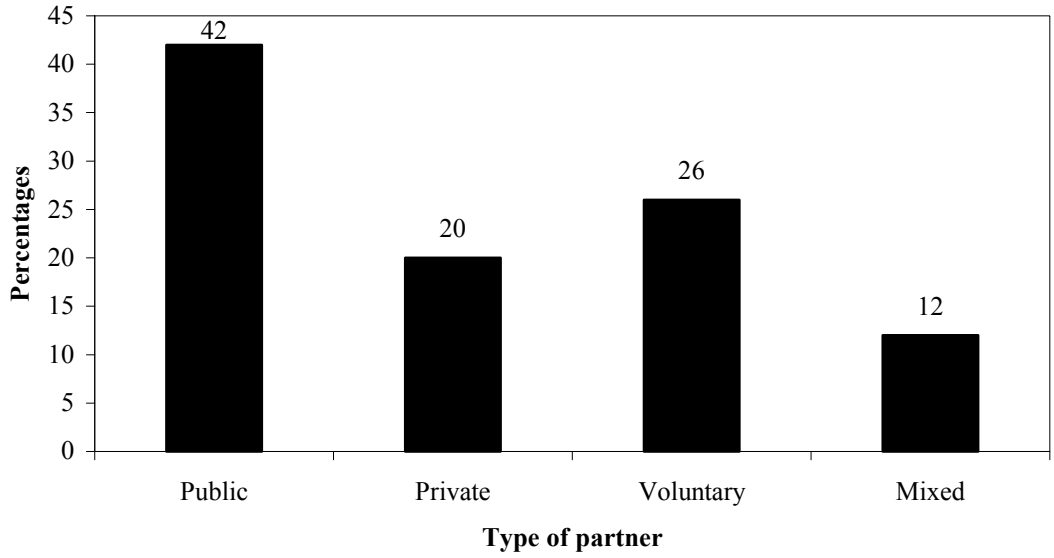
For some of the reasons listed in Table 4.6 the more local authorities a Job Broker covered the more likely they were to refer a client. For example, 71 per cent of those who covered six or more districts said they would refer clients for being insufficiently job-ready compared to 54 per cent of the Job Brokers who covered only one local authority. Fifty per cent of the Job Brokers who covered four to five local authorities said they referred clients for benefits advice compared to 24 per cent who covered two to three local authorities. However, this pattern was not always the case; for instance, three-quarters (77 per cent) of the Job Brokers covering one local authority said they referred to get specialist help with an illness or disability compared to nearly two-thirds (64 per cent) of those who covered six or more local authorities. Also a higher proportion of Job Brokers who covered two to three local authorities (67 per cent) referred clients to gain work experience than Job Brokers who covered six or more districts (57 per cent). Hence there was no simple association between referrals and scale of operation.

4.5.2 Job Brokers' partner organisations

Many Job Brokers are know to deliver NDDP in partnership with other organisations, and the survey asked questions about the Job Brokers' partners. However, the pilot of the proposed survey of partner organisations (see Section 1.4.1) suggests that data on partners may be unreliable, and consequently the findings reported below should be treated with caution.

Most (42 per cent) Job Brokers had a public sector organisation as a partner, and a quarter (26 per cent) had a voluntary sector partner. As might be expected only a fifth (20 per cent) had a private sector partner and a tenth (12 per cent) a 'mixed' sector organisation as a partner.

Figure 4.1 Type of partner organisation



(Base = All Job Brokers, unweighted base = 60)

Two-thirds (66 per cent) of Job Brokers said the main role of their partners was to deliver services. A sizeable minority (41 per cent) had partners with an advisory role. Just over a tenth (13 per cent) had a strategic partner; and nine per cent had a partner with some unspecified 'other' role.

Most (62 per cent) Job Brokers said the main service supplied to the broker by partners was information, advice and guidance (Table 4.7). The other services delivered to Job Brokers were staff training (12 per cent), help with special needs (seven per cent), use of venues (five per cent), administration (four per cent) and other services which were unspecified (ten per cent).

Table 4.7 Services delivered to the Job Broker from the partner organisation

	Cell percentages
	% of partners who delivered this service to the Job Broker
Staff training	12
Use of venues	5
Special need help	7
Information, advice, guidance	62
Administration	4
Unspecified	10

Base: All Job Brokers
Unweighted base: 34

Training or/and education (38 per cent) was the most frequently mentioned service delivered to the Job Brokers' clients by a partner. Other services delivered to clients were: information, advice and guidance (14 per cent), help with job-search activities (14 per cent), work experience placements (11 per cent), in-work support (four per cent), personal services (two per cent) and other services (18 per cent).

4.6 Non-registrants

Over half (55 per cent) of Job Brokers did not provide alternative services to people who were ineligible or unsuitable for NDDP, instead they referred them to other providers. Where a service was provided to non-registrants it tended to be careers advice (40 per cent). Under half of all Job Brokers provided CV preparation (36 per cent), basic skills training (16 per cent), soft skills training such as confidence building and communication skills (28 per cent), key skills training such as computer and telephone skills (18 per cent), help with job search (30 per cent), job matching (30 per cent), benefits advice (33 per cent), and other help or advice (24 per cent) to non-registrants.

The overwhelming majority (93 per cent) of private sector Job Brokers referred non-registrants to other providers, whereas a half (49 per cent) of voluntary sector brokers and a third (33 per cent) of public sector brokers did so. The public sector (50 per cent) and the voluntary sector (51 per cent) were more likely to give careers advice to non-registrants than the private sector (13 per cent; n=2). None of the private sector Job Brokers provided job search or job matching services to non-registrants, unlike public and voluntary sector Job Brokers.

How these services, whether provided by Job Brokers or other organisations, were funded is unknown. They may have been funded directly, as part of another programme, or have been cross-subsided by other funded activities.

5 Engaging employers

Summary

- Over half (51 per cent) of the Job Brokers had contact with between one and 50 employers (Section 5.2). A further third (34 per cent) claimed to have had contact with 51 to 200 employers.
- Job Brokers believed that there were employment opportunities for clients from a relatively wide range of industrial sectors, notably manufacturing, wholesale and retail trade, hotels and restaurants, transport, storage and communication, health and social work and other community, social and personal services (Section 5.3). However, most Job Brokers said only a minority of professional (71 per cent) and intermediate level jobs (53 per cent) were available to their clients. The jobs that were mostly available were skilled non-manual, semi-skilled and unskilled.
- Overall, the Job Brokers thought that employers' attitudes, whilst not hostile, were effectively 'lukewarm' towards employing disabled people (Section 5.4). With only positive support for NDDP from a minority of employers; for instance, 66 per cent of Job Brokers said only a **minority** of employers were positive about NDDP and already employ people who had registered for the programme.
- There was a tendency for those Job Brokers with a more positive view of the job opportunities for NDDP clients to believe that a majority of local employers were favourably disposed towards the programme. This might indicate that the Job Brokers' views on employers' attitudes towards NDDP may have varied by their assessment of the state of the labour market, or that where employers' attitudes were perceived to be less favourable, that this did restrict the job opportunities available to NDDP clients.
- The most common method used to monitor the employers' level of satisfaction with NDDP services was to ask the employers for feedback during follow-up contacts (Section 5.5). However, Job Brokers' monitoring systems for employers appear to be less well established than they were for clients (c.f. Section 3.4.9).

5.1 Introduction

This chapter explores Job Brokers links with local employers. Section 5.2 discusses the number of employers Job Brokers contacted. Section 5.3 looks at the Job Brokers' views on employment opportunities, whilst Section 5.4 discusses employers' attitudes to employing NDDP clients and Section 5.5 analyses the methods used to monitor employers' level of satisfaction with job broking services.

5.2 Number of contacts with employers

Half (51 per cent) of the Job Brokers had contact with between one and 50 employers. A further third (34 per cent) claimed to have had contact with 51 to 200 employers; the remainder had contacts with 201 or more employers (Table 5.1).

Table 5.1 Number of employers Job Brokers had contact with

	Column Percentages
	% of Job Brokers
1-25	27
26-50	24
51-100	16
101-200	18
201-500	11
More than 500	4

Base: All Job Brokers
Unweighted base: 74

5.3 Employment opportunities available from (local) employers

Job Brokers were asked about the types of employment opportunities available from local employers. By industrial sector the most frequently mentioned, which were all over 80 per cent, were jobs in manufacturing, wholesale and retail trade, hotels and restaurants, transport, storage and communication, health and social work, and other community, social and personal services activities (Table 5.2). As might be expected, there were fewer jobs in the agriculture, hunting and forestry, fishing, mining and quarrying sectors.

Table 5.2 Job Brokers' perceptions of the types of employment opportunities available from local employers

	Cell Percentages
	% of Job Brokers
Agriculture, hunting and forestry	38
Fishing	9
Mining and quarrying	13
Manufacturing	82
Electricity, gas and water supply	50
Construction	63
Wholesale and retail trade; repair of motor vehicles, motorcycles and household goods	84
Hotels and restaurants	88
Transport, storage and communication	82
Financial intermediation	57
Real estate, renting and business activities	50
Public administration and defence; compulsory social security	74
Education	71
Health and social work	80
Other community, social and personal activities	88

Base: All Job Brokers
Unweighted base: 76

In terms of the types of occupation available, most Job Brokers said only a minority of professional (71 per cent) and intermediate level jobs (53 per cent) were available to their clients (Table 5.3). Most Job Brokers mentioned that the majority of jobs available to NDDP clients were skilled non-

manual (58 per cent), semi-skilled (70 per cent) and unskilled (69 per cent). The percentages for skilled manual jobs were more evenly distributed, with 45 per cent saying a majority and 47 per cent saying only a minority of these jobs were available from employers.

Table 5.3 Job Brokers' perceptions of the level of jobs available from employers

Row Percentages

		Proportion of Employers		
	All	**Majority**	**Minority**	**None**
Professional	6	10	71	13
Intermediate	8	36	53	3
Skilled non-manual	6	58	34	2
Skilled manual	6	45	47	2
Semi-skilled	6	70	24	
Unskilled	6	69	24	2

Base: All Job Brokers
Minimum unweighted base: 62

There was no evidence that the size of area covered by a Job Broker, whether local, regional or national, influenced the types of occupation perceived as being available to clients. However, Job Brokers who delivered their services at the local level (52 per cent) or nationally (54 per cent) were more likely to say a minority of skilled manual jobs were available from employers. In contrast, only 39 per cent of the Job Brokers who delivered their services regionally said a minority of skilled manual type jobs were available from employers; rather most said a majority of skilled manual jobs were available to clients.

5.4 Employers' attitudes to employing NDDP clients

The Job Brokers were asked to rate statements which best described their experience of local employers' attitudes to employing someone on NDDP. Overall, the employers' attitudes, whilst not hostile, were effectively 'lukewarm' with only positive support for NDDP from a minority of employers (Table 5.4). Two-thirds (66 per cent) of Job Brokers said a minority of employers were positive about NDDP and already employ people who had registered for the programme. Similarly, over half (54 per cent) of the Job Brokers said the majority of employers were positive about the programme, but did not have any employees who had registered for NDDP. Two-thirds (66 per cent) of the Job Brokers said the majority of employers were unsure about employing people on the programme, but would be prepared to try it. Indeed, three-quarters (75 per cent) of the Job Brokers said only a minority of employers were unsure about people on NDDP, and would be reluctant to try it.

Table 5.4 Job Brokers experience of local employers' attitudes to NDDP

Row Percentages

	Proportion of employers				Total
	None	Minority	Majority	All	(N)
They are positive about it and already employ people who have registered for NDDP	14	66	20		56
They are positive about it, but do not have any employees who have registered for NDDP	7	39	54		56
They are unsure about employing people on the NDDP programme, but would be prepared to try it		33	66	2	64
They are unsure about people on the NDDP programme, and would be reluctant to try it	9	75	16		55
They do not recruit people who have registered for NDDP	65	31	4		52

Base: All Job Brokers
Minimum unweighted base: 52

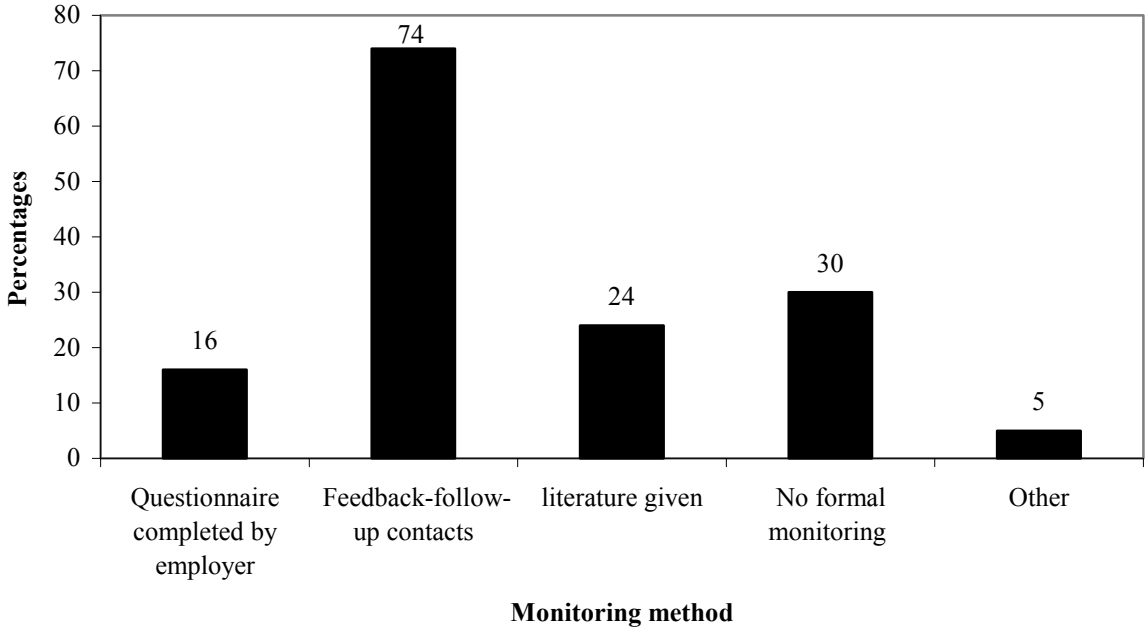
Although analysis is limited by some small cell counts, there was a tendency for those Job Brokers with a more positive view of the job opportunities for NDDP clients to believe that a majority of local employers were favourably disposed towards the programme. The employers, of course, were not necessarily recruiting NDDP clients and could be 'unsure' about the programme. This association might indicate that the Job Broker's views on employers' attitudes towards NDDP may have varied by their assessment of the state of the labour market (c.f. Section 2.3.2), or that where employers' attitudes were perceived to be less favourable, this had restricted the job opportunities available to NDDP clients.

Job Brokers' attitudes towards employers might also be expected to vary by their scale of their contact with employers. Here the evidence is less conclusive, but the greater the number of employers the Job Brokers contacted the more likely they were to say that the majority of employers' were unsure of employing NDDP clients, but were prepared to recruit them. Similarly, the more employers the Job Brokers had contacted the more likely they were to say that only a minority of employer were unsure about people on the NDDP programme, and would be reluctant to try it.

5.5 Monitoring contacts with employers

Job Brokers were asked about how they monitored the employers' level of satisfaction with the NDDP services that they provided (Figure 5.5). The most popular method used by Job Brokers was to ask employers for feedback during follow-up contacts (74 per cent). The least popular methods used were having a questionnaire completed by the employer (16 per cent) and inviting employers to communicate criticisms/comments/suggestions in literature distributed to them (24 per cent). However, under a third (30 per cent) of Job Brokers said there was no formal monitoring system in place for employers.

Figure 5.5 Methods used to monitor employers' satisfaction



(Base: All Job Brokers, unweighted base 76)

Conceivably, the methods used to monitor clients' progress (see Section 3.4.7) would resemble or overlap with those to monitor levels of employers' satisfaction with the services provided. However, there was no straightforward association between the two. This is partly because regardless of the method used to monitor clients' progress, over three-quarters of the Job Brokers monitored the employers' satisfaction by using follow-up contacts. Nevertheless, a quarter (26 per cent) of the 23 Job Brokers who sent a questionnaire to the client and employer to monitor the client's progress also sent a questionnaire to the employer to monitor their satisfaction levels; presumably using a single employer questionnaire. A third (32 per cent) of Job Brokers who monitored their clients' progress by having regular meetings and who telephoned the client on a regular basis (33 per cent) said there was no formal monitoring system in place for employers. Overall, the monitoring systems for employers appear to be less well established than they were for clients.

6 Conclusions

This report outlines the findings from a postal survey of Job Broker offices. The achieved sample size is small (76) and this has limited the analysis that can be undertaken. Nevertheless, the report does complement other elements of the evaluation (see Section 1.2).

Most Job Brokers were from the voluntary sector (49 per cent), with significant minorities from the public sector (24 per cent) and the private sector (21 per cent) (Section 2). Over half (53 per cent) of the Job Brokers were registered charities.

It appears that the type of Job Broker - whether public, private or voluntary sector - had an effect on the way in which Job Brokers delivered their services. For example, private sector Job Brokers were less likely (75 per cent) to have less than a quarter of frontline staff without degrees or higher degrees than the public sector (83 per cent) and voluntary sector (80 per cent) Job Brokers (see Section 2.42). The private sector organisations were more likely to hold registration meetings at the client's home (63 per cent) than the public sector (56 per cent) and voluntary sector (41 per cent) Job Brokers. The private sector Job Brokers were more likely than others to operate a 'drop in' service and a helpline operated by staff out of office hours and were less likely to operate an appointment only system. Also for the services provided for non-registrants, the majority (93 per cent) of the private sector organisations referred clients to other providers, whereas only a third (33 per cent) of public sector and a half (49 per cent) of voluntary sector Job Brokers did so.

The number of local authorities the Job Brokers served seems to have an effect on the Job Brokers service delivered to clients. In general the more local authority areas covered the more likely the Job Brokers delivered a more extensive service, suggesting some economy of scale in service provision. For some of the in-work support services available to the clients, the more local authorities the Job Broker covered the more likely they were to provide support as 64 per cent of the Job Brokers who covered one to three local authorities appointed a job coach/mentor within the workplace compared to 97 per cent for the ones who covered four or more (see Section 4.4). Also Job Brokers who covered more local authorities were more likely to hold regular review meetings with clients than the those who served fewer districts (see Section 3.4.8).

References

Employment Service (2000) *New Deal for Disabled People Extension*, Sheffield, ES, 27 November.

ANNEX A

Annex A

Pearson's Correlation on perceived client's work aspirations

		For most, having almost any job is better than being unemployed	Generally they see it as their responsibility to find a job	Generally, they are prepared to take any job they can do, not just a job in their usual occupation	They should be expected to take a new job earning less than they were earning in their last job	If they had enough money to live comfortably for the rest of their lives, most would still want to work	Having a job is very important to them	Once they have a job they usually feel it is important to hang on to it, even if they don't really like it
For most, having any job is better than being unemployed	Pearson Correlation	1	.311**	.392**	-.063	.460**	.355**	.289*
	Significance (two-sided)	.	.009	.001	.607	.000	.003	.014
	N	73	70	69	68	67	70	72
Generally they see it as their responsibility to find a job	Pearson Correlation	.311**	1	.215	.030	.263	.159	-.014
	Significance (two-sided)	.009	.	.078	.811	.033	.195	.908
	N	70	71	68	68	66	68	71
Generally they are prepared to take any job they can do, not just a job in their usual occupation	Pearson Correlation	.392**	.215	1	-.092	.101	.227	.208
	Significance (two-sided)	.001	.078	.	.458	.425	.063	.086
	N	69	68	69	68	65	68	69

They should be expected to take a new job earning less than they were earning in their last job	Pearson Correlation	-.063	.030	-.092	1	.091	.127	-.014
	Significance (two-sided)	.607	.811	.458	.	.469	.301	.909
	N	68	68	68	69	66	68	68
If they had enough money to live comfortably for the rest of their lives, most would still want to work	Pearson Correlation	.460**	.263*	.101	.091	1	.341**	.158
	Significance (two-sided)	.000	.033	.425	.469	.	.005	.199
	N	67	66	65	66	68	66	68
Having a job is very important to them	Pearson Correlation	.355**	.159	.227	.127	.341**	1	.288*
	Significance (two-sided)	.003	.195	.063	.301	.005	.	.016
	N	70	68	68	68	66	71	70
Once they have a job they usually feel it is important to hang on to it, even if they don't really like it	Pearson Correlation	.289*	-.014	.208	-.014	.158	.288*	1
	Significance (two-sided)	.014	.908	.086	.909	.199	.016	.
	N	72	71	69	69	68	70	73

Job Brokers saw their clients as being highly work motivated and preferring any job, even one on lower pay and that they do not retire to unemployment. This view was also correlated with the belief that clients saw it as their responsibility to find paid work.

ANNEX B

Annex B
Letter to Job Brokers and questionnaire

NDDP_Prog_Director__1st_name»
«NDDP_Prog_Director___Surname»
«Name_of_Company»
«Contact_Delivery_Address_1»
«Contact_Delivery_Address_2»
«Contact_Delivery_Address_3»
«Contact_Delivery_Address_4»
«Contact_Delivery_Address_5»

Direct Line: +44 (0)1509 223369
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Dear «NDDP_Prog_Director__1st_name»

Evaluation of the New Deal For Disabled People: Survey of Job Brokers

You will recently have received a letter from the Department for Work and Pensions regarding a study of all Job Brokers who operate the New Deal for Disabled People programme. The Centre for Research in Social Policy (CRSP) is an independent research institute based at the University of Loughborough, which has been commissioned by the Department to undertake this work. We are interested in your organisation, your clients and the employers you have contact with through NDDP. We are also interested in the people who work for you organisation the services you provide and the costs of delivering NDDP.

Your views of NDDP are very important as this will help the Department improve the quality of service to clients. Therefore, your opinions are a vital element of this evaluation. The details you provide will be treated as strictly confidential by the evaluation team.

Accompanying this letter is a questionnaire which we would like you to complete and return as soon as possible. If your organisation has several branches which provide the NDDP programme, please contact me at the number below and we will provide guidance on how best to complete it.

If you have any questions regarding the questionnaire please contact me at CRSP on 01509 223369, or via e-mail at the address above.

Yours sincerely

Abigail Davis
Research Assistant
Enc: Evaluation of the New Deal for Disabled People: Postal Survey of Job Brokers

Evaluation of the
New Deal for Disabled People:
Postal Survey of Job Brokers

Pilot Questionnaire
Final

3rd October 2002

Abigail Davis, Bruce Stafford
CRSP

On behalf of the Evaluation Consortium

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If you have any questions, concerns or difficulties with this questionnaire, please contact Abigail Davis at the Centre for Research in Social Policy
Tel: 01509 223369
Fax: 01509 213409
Email: a.a.i.davis@lboro.ac.uk

This survey is being conducted by the Centre for Research in Social Policy, on behalf of the Department for Work and Pensions. The survey forms part of the evaluation of the New Deal for Disabled People national extension, and the research aims to help improve the services that Job Brokers provide. The information given will be held in confidence and used for research purposes only. It will not be possible to identify individuals or individual organisations from the information produced as a result of this research.

If you have any questions, concerns or difficulties with this questionnaire, please contact Abigail Davis at the Centre for Research in Social Policy
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Fax: 01509 213409
Email: a.a.i.davis@lboro.ac.uk

Thank you for your help.

Module A About your organisation

Firstly, we would like to ask you some questions about the organisation you work in.

A1
What is the name of your organisation?

_____

A2
Which category best describes your organisation:
(Tick one only)

- Public sector ☐
- Private sector ☐
- Voluntary sector ☐
- Mixture ☐
- Other (please describe below) ☐

_____

A2x
Is your organisation registered as a charity?

- Yes ☐
- No ☐

A3
What is the extent of the area you deliver NDDP services to:
(Please tick the largest area that applies)

- Local ☐
- Regional ☐
- National ☐

A3a
Please enter the number of Local Authorities you cover

_____

About your Partner organisations
In order to understand the service you provide for NDDP clients, we are interested in finding out about organisations, agencies and other professionals you involve in your delivery of this service. You may refer clients to them for services or experience, or they may supply advice or support to your organisation.

A4
Please complete the following table:

Name and address of partner organisation	Type of organisation	Role of partner organisation	Main services delivered
	Public ☐ Private ☐ Voluntary ☐ Mix ☐	Strategic ☐ Advisory ☐ Delivery ☐ Other ☐	
	Public ☐ Private ☐ Voluntary ☐ Mix ☐	Strategic ☐ Advisory ☐ Delivery ☐ Other ☐	
	Public ☐ Private ☐ Voluntary ☐ Mix ☐	Strategic ☐ Advisory ☐ Delivery ☐ Other ☐	
	Public ☐ Private ☐ Voluntary ☐ Mix ☐	Strategic ☐ Advisory ☐ Delivery ☐ Other ☐	
	Public ☐ Private ☐ Voluntary ☐ Mix ☐	Strategic ☐ Advisory ☐ Delivery ☐ Other ☐	

NB If necessary, please attach an additional sheet.

Module B About the area served

We would now like to ask you about the job market in the area(s) you deliver NDDP services to.

B1

Which statements do you think best describe the labour market conditions for NDDP programme participants in the area(s) you serve:

(Tick all that apply)	**Strongly Agree**	**Agree**	**Disagree**	**Strongly Disagree**
There are few jobs for people on NDDP who would like to work	☐	☐	☐	☐
There are jobs with a limited number of employers for people on NDDP who would like to work	☐	☐	☐	☐
There are plenty of jobs for people on NDDP who would like to work	☐	☐	☐	☐
There are jobs with a wide range of employers for people on NDDP who would like to work	☐	☐	☐	☐

Module C About your clients

In order to understand the service you provide for NDDP clients properly, we now need to ask you for some information about the people you help with this scheme. Firstly, how they find out about you, and why they contact you.

C1

How do people find out about the NDDP service that you provide?
(Tick all that apply)

- NDDP letter ☐
- Permitted Work Rules mailing/letter ☐
- NDDP leaflet ☐
- Advertising ☐
- Internet/e-mail ☐
- Personal contact ☐
- Jobcentre plus staff (inc. interview with Personal Adviser/DEA) ☐
- Friend or relative ☐
- Employer ☐
- Training provider ☐
- Advice or Welfare rights worker ☐
- Voluntary/Disability organisation ☐
- Doctor or other health professional ☐
- Saw the office/called in after passing the office ☐
- Social worker/social services worker ☐
- Day Centre ☐
- Other (please specify below) ☐

_____

C2
Why do your NDDP clients contact you?
(Tick all that apply)

	All	Majority	Minority	None
for help with moving back to work	☐	☐	☐	☐
to find out whether they are able to get back to work	☐	☐	☐	☐
to increase their working hours	☐	☐	☐	☐
to find a job that is tailored to their needs	☐	☐	☐	☐
for help with finding training	☐	☐	☐	☐
for help with getting or increasing their benefits	☐	☐	☐	☐
they think it is compulsory	☐	☐	☐	☐
they think they would lose their benefits if they did not	☐	☐	☐	☐
to get more information about their benefits position	☐	☐	☐	☐
it seemed a good idea	☐	☐	☐	☐
it was an opportunity to talk about their situation/ prospects with someone else	☐	☐	☐	☐
it was arranged for them by someone else	☐	☐	☐	☐
other reasons (please specify below)	☐	☐	☐	☐

_____

_____

It is helpful for us to understand the steps new clients go through when they first approach you about enrolling on NDDP. The next questions are about your procedures.

C3
When a new NDDP client comes to you, do you:
(Tick one)

Arrange a pre-registration meeting to assess the suitability of NDDP for the client ☐
Assess the suitability of NDDP for the client and register them at the same time ☐
It depends (please explain on what it depends below) ☐

_____

_____

C3x
If it depends, how do you decide what to do?

_____

C4
Where do you hold your pre-registration/registration meetings?
(Tick all that apply)

At our head office ☐
At whichever branch is nearest/most convenient for them ☐
At a neutral venue (e.g., Health Centre/ Community Centre) ☐
At the client's home ☐
Somewhere else (please specify below) ☐

_____

C5

On average, how many meetings would you expect to have with a client from first contact to registration?

(Tick one)

- One ☐
- Two ☐
- Three ☐
- Four ☐
- More than four ☐

C6

How long would you expect these meetings to take, in total?

(Tick one)

- One hour ☐
- Two hours ☐
- Three hours ☐
- Four hours ☐
- More than four hours ☐

Module D More about your clients

We would now like to ask you about the NDDP clients you see, to find out more about their needs, attitudes and expectations.

D1

What proportion of your NDDP clients fit the descriptions below?

(Percentage)	0	1-25	26-50	51-75	76-100
Nearly job ready, minimum assistance required	☐	☐	☐	☐	☐
Expected to be job ready within the next 6 months	☐	☐	☐	☐	☐
Expected to be job ready in more than 6 months but within a year from now	☐	☐	☐	☐	☐
Expected to be job ready in more than one year from now	☐	☐	☐	☐	☐
It depends	☐	☐	☐	☐	☐

D2

Your NDDP clients are likely to have different attitudes towards work. To what extent do the following statements apply to your NDDP clients?
(Tick one for each statement)

	Strongly Agree	Agree	Disagree	Strongly Disagree
For most, having almost any job is better than being unemployed	☐	☐	☐	☐
Generally, they see it as their responsibility to find a job	☐	☐	☐	☐
Generally, they are prepared to take any job they can do, not just a job in their usual occupation	☐	☐	☐	☐
They should not be expected to take a new job earning less than they were earning in their last job	☐	☐	☐	☐
If they had enough money to live comfortably for the rest of their lives, most would still want to work	☐	☐	☐	☐
Having a job is very important to them	☐	☐	☐	☐
Once they have a job they usually feel it is important to hang on to it, even if they don't really like it	☐	☐	☐	☐

Module E About the employers you have contact with through NDDP

We would now like to ask you about the employers you have contact with when helping NDDP clients.

E1

Which statement best describes your experience of (local) employers' attitudes to employing someone who is on NDDP?

(Tick one only)	None	Minority	Majority	All
They are positive about it and already employ people who have registered for NDDP	☐	☐	☐	☐
They are positive about it, but do not have any employees who have registered for NDDP	☐	☐	☐	☐
They are unsure about employing people on the NDDP programme, but would be prepared to try it	☐	☐	☐	☐
They are unsure about employing people on the NDDP programme, and would be reluctant to try it	☐	☐	☐	☐
They do not recruit people who have registered for NDDP	☐	☐	☐	☐

E2

What types of employment opportunities are available from (local) employers?

(Tick all that apply)

- Agriculture, hunting and forestry ☐
- Fishing ☐
- Mining and quarrying ☐
- Manufacturing ☐
- Electricity, gas and water supply ☐
- Construction ☐
- Wholesale and retail trade; repair of motor vehicles, motorcycles and household goods ☐
- Hotels and restaurants ☐
- Transport, storage and communication ☐
- Financial intermediation ☐
- Real estate, renting and business activities ☐
- Public administration and defence; compulsory social security ☐
- Education ☐
- Health and social work ☐
- Other community, social and personal service activities ☐

E2a

What level of jobs are available from these employers?

(Tick all that apply)

	All	Majority	Minority	None
Professional	☐	☐	☐	☐
Intermediate	☐	☐	☐	☐
Skilled non-manual	☐	☐	☐	☐
Skilled manual	☐	☐	☐	☐
Semi-skilled	☐	☐	☐	☐
Unskilled	☐	☐	☐	☐

E3
Approximately how many employers do you have contact with in connection with NDDP?

(Tick one only)

1-25	☐
26-50	☐
51-100	☐
101-200	☐
201-500	☐
More than 500	☐

Module F About the people who work for your organisation
We would now like to find out more about the people delivering NDDP who work for your organisation.

F1
What proportion of the staff who deal directly with NDDP clients have:

(Percentage)	**0**	**1-25**	**26-50**	**51-75**	**76-100**
Degree or Higher degree (MA, MSc, PhD)	☐	☐	☐	☐	☐
6 or more months experience working on other labour market programmes	☐	☐	☐	☐	☐
6 or more months experience working with the client group	☐	☐	☐	☐	☐

F2
On average, how many cases would each member of front line staff be allocated?

_____

F3
How are clients allocated to staff?

(Tick one only)

Clients are allocated by rotation	☐
Clients are allocated to whoever is available	☐
Clients are allocated to whoever has fewest clients at that point	☐
Clients are allocated depending on the support they require	☐
Clients are allocated depending on the nature of their illness/disability	☐
Clients are allocated depending on their geographical location	☐
Clients are allocated alphabetically by surname	☐
Other (please specify below)	☐

_____

_____

F4
How is work on each NDDP case allocated among staff?

(Tick one only)

- All staff deliver all of the available services ☐
- Staff specialise in different aspects of the service (e.g., assessment, benefit advice, CV writing, training) ☐
- Staff specialise in dealing with people with different types of illness/disability ☐
- Other (please specify below) ☐

_____

_____

F5
What access do clients have to staff?

(Tick all that apply)

- Staff are available whenever clients drop in ☐
- Staff are available by appointment only ☐
- Staff can be contacted during office hours only ☐
- Staff can be contacted out of office hours (e.g., via pager) ☐
- Clients can leave a message with an answering service/ answering machine out of office hours ☐
- Clients can contact a helpline manned by staff during office hours ☐
- Clients can contact a helpline manned by staff outside office hours ☐
- Staff will visit clients at work/home during office hours ☐
- Staff will visit clients at work/home outside office hours ☐
- Other (please specify below) ☐

_____

_____

Module G About the services you provide for NDDP clients

We would now like to ask you some questions about the services your organisation provides for NDDP clients, and services that are provided for your NDDP clients by other organisations, agencies or professionals.

G1

Which statement best describes the way your organisation approaches its work with NDDP clients?

(Tick all that apply)	**Disagree Strongly**	**Disagree**	**Agree**	**Agree Strongly**
Our main aim is to find jobs for our clients	☐	☐	☐	☐
Our main aim is to equip clients to find work for themselves	☐	☐	☐	☐
Our main aim is to help people gain skills and confidence, which may help them to find employment	☐	☐	☐	☐
Our main aim is to work with clients to help them to achieve their goals, whether these are work-related or not	☐	☐	☐	☐

G2

Which services do you provide in-house for NDDP clients?

(Tick all that apply)

- CV preparation ☐
- Basic skills training (e.g., literacy, numeracy) ☐
- Soft skills training (e.g., confidence building, communication skills) ☐
- Key skills training (e.g., computer skills, telephone skills) ☐
- Job searching ☐
- Job matching ☐
- Benefits advice ☐
- Careers advice ☐
- Work experience ☐
- Other help or advice ☐

G3

For what reasons do you refer NDDP clients to other organisations/agencies/professionals

(Tick all that apply)

- Clients require more intensive support than we can offer ☐
- Clients are insufficiently job ready for us to help them ☐
- To acquire further educational qualifications ☐
- Basic skills training (e.g., literacy and numeracy) ☐
- Soft skills training (e.g., confidence building, communication skills) ☐
- Key skills training (e.g., computer skills, telephone skills) ☐
- Job searching ☐
- Job matching ☐
- Benefits advice ☐
- Careers advice ☐
- To gain work experience/ a work taster ☐
- To gain work experience within a voluntary organisation ☐
- To get specialist help with their illness/disability ☐
- To get specialist help with other problems (e.g., alcohol/drug addiction) ☐
- Other help or advice ☐

G4
How is NDDP clients' progress monitored?

(Tick all that apply)

- Regular review meetings with the client (weekly/fortnightly/monthly) ☐
- Regular review meetings with the client and the employer ☐
- Regular telephone contact with the client ☐
- Regular telephone contact with the client and the employer ☐
- Questionnaire sent to client ☐
- Questionnaire sent to client and employer ☐
- There is no formal monitoring system in place ☐
- Other (please specify below) ☐

_____

G5
What types of support do you provide for your NDDP clients as they go into/once they are in employment?

(Tick all that apply)

- Appointing a job coach/mentor/buddy within the workplace ☐
- Accompanying client to work for initial period ☐
- Assisting client with travel arrangements/route planning ☐
- Face-to-face intervention with employer on client's behalf ☐
- Assistance with organisation of personal/domestic commitments ☐
- Access to support network (e.g., newsletters, self-help groups, open sessions) ☐
- Other (please specify below) ☐

_____

G6
How do you monitor employers' satisfaction with the NDDP services you provide?

(Tick all that apply)

- Questionnaire completed by employer ☐
- Employer asked for feedback during follow-up contacts ☐
- Employers invited to communicate criticisms/comments/suggestions in literature distributed to them ☐
- There is no formal monitoring system in place ☐
- Other (please specify below) ☐

_____

G7
How do you monitor your clients' satisfaction with the NDDP services you provide?

(Tick all that apply)

- Questionnaire completed by client ☐
- Client asked for feedback during follow-up contacts ☐
- Clients invited to communicate criticisms/comments/suggestions in literature distributed as part of the registration process ☐
- There is no formal monitoring system in place ☐
- Other (please specify below) ☐

_____

_____

G8

Some people who contact you will not be eligible for NDDP or the services provided may not be appropriate for them, and so they are not registered for the programme. What services do you provide for these people?

(Tick all that apply)

- None ☐
- None, people are referred to other providers ☐
- CV preparation ☐
- Basic skills training (e.g., literacy, numeracy) ☐
- Soft skills training (e.g., confidence building, communication skills) ☐
- Key skills training (e.g., computer skills, telephone skills) ☐
- Job searching ☐
- Job matching ☐
- Benefits advice ☐
- Careers advice ☐
- Other help or advice (please specify below) ☐

_____

_____

Module H About the costs of delivering NDDP

As part of the evaluation of New Deal for Disabled People it is important for us to look at the costs of delivering the programme, and the help that the programme provides for participants. For this reason, we would like to ask for your co-operation in supplying some basic financial information relating to how much it costs your organisation to deliver the services it provides for NDDP clients. **All information given will be held in confidence and used for research purposes only. It will not be possible to identify individuals or individual organisations from the information produced as a result of this research.**

At this stage we are not collecting any cost information. However, if asked, would you be able to provide information on:

H1	Number of staff employed, by job title	Yes	☐	No	☐
H2	Number of staff, by job title, who have direct contact with NDDP clients	Yes	☐	No	☐
H3	What other DWP programmes your organisation Delivers	Yes	☐	No	☐
H4	How staff time use is monitored	Yes	☐	No	☐
H5	Percentage of time spent on NDDP by staff, by job title	Yes	☐	No	☐
H6	Staff turnover level	Yes	☐	No	☐
H7	Staff training and recruitment costs	Yes	☐	No	☐
H8	Staffing costs (i.e., salary costs)	Yes	☐	No	☐
H9	In-house service costs	Yes	☐	No	☐
H10	Who you pay to provide external services	Yes	☐	No	☐
H11	Monitoring of external service provision (quality, attendance, etc.)	Yes	☐	No	☐
H12	External service provision costs	Yes	☐	No	☐

Module I Other costs to your organisation

We also need to take into account the money your organisation spends on general running costs and other expenditure necessary to enable your organisation to deliver the NDDP programme. **All information given will be held in confidence and used for research purposes only. It will not be possible to identify individuals or individual organisations from the information produced as a result of this research.**

I1

At this stage we are not collecting any cost information. However, if asked, would you be able to provide information on:

Cost of overheads
(e.g., lighting, heating, rent, cleaning and maintenance of your premises, salaries, computer equipment, telephone bills, furniture, marketing, administration, other costs)

Yes ☐ No ☐

Finally, we would like to ask you about how you publicise your service.

I2

What marketing of your NDDP services do you do/have you done, and do you think they have been cost effective?

(Tick all that apply)	**Method used**	**Cost effective**	**Not cost effective**	**Don't know**
Newspaper advertising	☐	☐	☐	☐
Email/internet advertising	☐	☐	☐	☐
Radio advertising	☐	☐	☐	☐
Television advertising	☐	☐	☐	☐
Careers/Job Fairs	☐	☐	☐	☐
Mobile bus/van	☐	☐	☐	☐
Promotional literature at Jobcentre(s)	☐	☐	☐	☐
Promotional literature at doctors' surgeries	☐	☐	☐	☐
Promotional literature at Health Centres	☐	☐	☐	☐
Promotional literature at Community Centres	☐	☐	☐	☐
Promotional literature at Voluntary/ Disability organisations	☐	☐	☐	☐
Other (please specify below)	☐	☐	☐	☐

_____

Thank you very much for your help.

Please return your completed questionnaire in the FREEPOST envelope provided (no stamp required).

ANNEX C

Annex C
Availability of cost information

At this stage we are not collecting any cost information. However, if asked, would you be able to provide information on: Cost of overheads (e.g lighting, heating, rent, cleaning and maintenance of your premises, salaries, computer equipment, etc

	Frequency	Per cent
No	11	17.7
Yes	51	82.3
Total	62	100.0
Missing	14	
Total	76	