**Questions - employers**

A - Initial questions

* 1. Key characteristics of organization: (try to obtain prior to interview if possible):
     + industry (check SIC code)

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| --- |
| Agriculture, forestry and fishing |
| Manufacturing, mining and quarrying, and utility services |
| Construction |
| Trade and transport etc. |
| Information and communication |
| Financial and insurance |
| Real estate |
| Other business services |
| Public administration, education and health |
| Arts, entertainment and recreation activities |

* + - sector

|  |  |
| --- | --- |
| Public Limited Company (PLC) | 1 |
| Private limited company | 2 |
| Company limited by guarantee Partnership (inc. Limited Liability Partnership) / Self-proprietorship | 3 |
| Trust / Charity | 4 |
| Body established by Royal Charter | 5 |
| Co-operative / Mutual / Friendly society | 6 |
| Government-owned limited company / Nationalised industry / Trading Public Corporation | 7 |
| Public service agency | 8 |
| Other non-trading public corporation | 9 |
| Quasi Autonomous National Government Organisation (QUANGO) | 10 |
| Local/Central Government (inc. NHS and Local Education Authorities) | 11 |

* + - size:

|  |
| --- |
| 1 |
| 2-4 |
| 5-9 |
| 10-24 |
| 25-49 |
| 50-99 |
| 100-249 |
| 250+ |

* + - date of establishment
    - labour turnover
    - skills composition

1. What is your role in your organization?
2. How long have you been in this role?
3. What were your previous roles (probe for roles in current and previous organisations in last 5 years)

B - ALMPs

1. Are you aware of welfare to work (UK)/activation (DK) programmes?
2. Have you been involved in any of these programmes? If so, what kinds of programmes have you been involved with? (probe, if necessary, with list below):

|  |  |  |
| --- | --- | --- |
| **UK** | **Instrument** | **Description** |
| Vacancy-placing | Public employment service | Jobcentre Plus  JobCentre/Jobs and Benefits Office |
| Universal Jobmatch  (formerly Employer Direct) | Online self-service vacancy-placing  Employers Online |
| Vacancy-placing with a private or non-profit provider | Providers in local area contracted to deliver schemes by the Government |
| Funding | Apprenticeships Grants for Employers (AGE) funding  Apprenticeships incentive payment | recruit via an apprenticeship |
| Youth Contract Wage Subsidy | payment of £2,275 for recruiting a young unemployed person from the Work Programme or Jobcentre Plus? |
| Enhanced Employer Subsidy | Payment of up to £5,750 during the young person’s first year of employment and offer relevant skills training |
| Jobs Growth Wales  Youth Employment Scotland | for a young person for at least 25 hours a week who has had their wages paid for 6 months) |
| Work placement/  work experience | Sector-based Work Academies  Routeways to Work | pre-employment training, work experience and a guaranteed interview for a job or an apprenticeship |
| Work Trials | try out a potential employee |
| Help to Work | community work placement |
| Work Together | placement for voluntary work |
| Work Experience | offer work experience |
| Schemes | Recruited short-term unemployed | through Jobcentre Plus/Jobcentre  Jobcentre/Jobs and Benefits Office |
| Work Programme | recruited anyone who was long-term unemployed, a young person or recruited anyone with a disability through a private or non-profit provider in your area contracted by the Government |
|  | Steps to Work/Steps 2 Success  (used to be called New Deal) |  |
| Work Choice  Work Connect | specialist programme to help people with a disability or long-term health problem into work? (used to be called Workstep or Work Prep) |

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| **Denmark** | **Instrument** | **Description** |
| Vacancy-placing | Public employment service | Placed a vacancy with a Jobcenter |
| Jobnet | Online self-service vacancy-placing |
| Vacancy-placing with private or non- profit providers | Contracted by local municipality |
| Vacancy-placing with unemployment insurance funds or trade unions |  |
| Funding/subsidised employment | *Løntilskud* | Wage-subsidised jobs in the public and private sector |
| *Jobrotation* | Jobrotation subsidies are paid from the local jobcentre to public and private employers when their ordinary employees temporarily participate in education and training programs and are replaced by an unemployed person |
| *Flexjob* | Local jobcenters must provide flexjobs to persons eligible.  Participants are covered by collective agreements. |
| Young persons’ apprenticeships (*lærlinge*) |  |
| Adult apprenticeships (*voksenlærlinge*) | A combined education programs and on-the-job training for unskilled unemployed and employed or persons with obsolete educations |
| Work Placement/ Work Experience | Job placement | placed by the government to help people on benefits get back into the job market) |
| Enterprise training *Virksomhedspraktik* | The objective is to clarify the job goal of and gain work experience t public or private workplaces |
| Socially useful job  *nyttejobs* | *Nyttejobs* are jobs provided by the local municipality in the public sector which are assessed to be “socially/societally useful” |
| Schemes | Recruited from a Jobcenter |  |
| Recruited anyone who was unemployed and participating in activation from an unemployment insurance fund/trade union |  |
| *opkvalificeringsjob* | hired an unemployed person in a regular position with government support for helping them gain new skills so that it will be easier for them to find a normal job |
| *skånejob* | Hired an early retiree with reduced work capacity on special conditions |

1. In what ways have you been involved in these programmes? Have you been involved in any of the following? (probe with list):

|  |  |
| --- | --- |
| Pre-employment training |  |
| Complete recruitment service (from job advert to appointment) |  |
| Specific elements of recruitment and selection  e.g. Vacancy placing, Assistance with writing a job description, Sifting of applications, Use of providers’ premises for interviews, Internship/Job placement |  |
| Recruited employees (unsubsidized |  |
| Recruited employees (wage subsidized) |  |
| In-work training |  |
| In-work support |  |
| Specialist HR advice  e.g. support for candidates with a disability, Redeployment or redundancy service/advice |  |
| Planning of ongoing recruitment needs |  |

1. Can you talk a bit more about this involvement?
2. What was the result of your involvement, for you/your organisation?
3. How long did the employees remain with your organization? Was this in line with the average tenure of employees in your organisation?
4. Did your organisation provide any training for these employees? What types of training? Was the training the same as you would offer to any new employee, or additional/specific?
5. Why did you/your organisation get involved in ALMPs? What features/initiatives are/were attractive to you/your organisation?

OR

Why did you/your organisation not get involved in ALMPs?

What were the enablers and barriers to your involvement?

For those who have been involved - probe for organisational-level (or establishment-level) variables, including:

* the product market in which the firm operates
* firm strategy, ‘forced compliance’ in terms of the actions of rivals or patterns of behaviour within their particular sector
* actions within employers’ own supply chains
* organisational culture/degree of fit
* CSR/social responsibility
* perceptions of trust and risk within relationships

For those who have not been involved - probe for perceptions of:

* trust and risk within relationships
* perceptions about the quality of service/candidates
* perceptions of transaction costs or the ‘price’ of engaging, including the role of incentives
* previous negative experiences
* negative attitudes towards ALMPs

1. Do you decide whether your organization participates in any of these programmes? Is anyone else involved in the decision?
2. Have you ever had any problems in relation to your involvement in ALMPs?
3. Do you think employers such as yourself are involved enough in these programmes - in their design, delivery, or both?

C - Employer engagement relationships

I’d like to ask you about recruitment in your organization:

1. How do you usually recruit for staff?
2. What is the main recruitment channel for roles in your organisation? (probe for use of internal and external labour markets)
3. How do you know most of these individuals/organisations?
4. How long have you known most these individuals/organisations?
5. Are you/your organization a member of any groups or networks, for example employer associations (local, regional, national)?
6. How would you describe the extent to which your organisation is engaged in ALMPs, for example from ‘not engaged’ to ‘fully engaged on a repeated basis’.
7. [Use SNA form to record details] How important to your company are the organisations you’ve mentioned in relation to the recruitment of disadvantaged groups?

D - Attitudes about unemployed

1. Have you ever made changes to your recruitment processes to encourage applications from unemployed groups (short-term and long-term unemployed, disabled people, young people, older workers, lone parents etc)? Probe for specifics, e.g. advantages/disadvantages of recruiting these groups
2. What is your view about how far the state and/or employers should be responsible for employment and skills? Is your view the same as the view of your organization?
3. What is your perception about the kinds of job candidates on welfare to work/activation programmes?

**PROVIDE PRO FORMA FOR LIST OF CONTACTS**

**Questions – providers**

A - Initial questions

Key characteristics of organization (try to obtain prior to interview if possible:

* + - sector

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B - ALMPs

* + 1. What kinds of ALMPs are you involved in delivering?
    2. How does what you do fit into a larger (national, regional) structure?

C - Employer engagement relationship

* + - 1. Which other organisations are important to you in your delivery of welfare to work/activation? (List individuals/organisations, including employers and providers)
      2. How would you describe your relationship with these organisations?
      3. How do you know most of these individuals/organisations?
      4. How long have you known most these individuals/organisations?
      5. How often do you contact these organisations?
      6. What methods do you normally use to contact these organisations?
      7. What targets do you need to deliver on in relation to welfare to work/activation?
      8. How much do you rely on these individuals/organisations to deliver to your targets?
      9. Are you/your organization a member of any groups or networks (local, regional, national)?
      10. How many employers do you have on your books that you regularly engage with in your delivery of ALMPs?
      11. How would you estimate the extent to which employers you communicate with are engaged in ALMPs?
      12. What do you consider ‘employer engagement’ (in skills and employment initiatives) is?
      13. What do you think are the barriers to employer engagement, either from your perspective, or from what you’ve heard from employers?
      14. What do you think are the enablers to employer engagement, either from your perspective, or from what you’ve heard from employers?

D - Attitudes about unemployed

1. What is your view about how far the state and/or employers should be responsible for employment and skills?
2. How could welfare to work programmes be improved to deliver better for employers?
3. What would you like to change about the design, delivery (or both) of ALMPs?
4. Do you think employers are involved enough in welfare to work programmes - in their design, delivery, or both?
5. What is your perception about the kinds of job candidates on welfare to work/activation programmes? Probe for specifics, e.g. advantages/disadvantages of recruiting different groups (short-term and long-term unemployed, disabled people, young people, older workers, lone parents etc)