



**In Work Progression – developing a core
in work service**

Randomised Control Trial

**Employer Awareness – Employer
Engagement Community**

[Please Note: This document is for internal use only]

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1. Background:

As part of UC we will for the first time, be actively supporting claimants who are in low paid work, or in low earning households to earn more and become more independent and self sufficient. The current offer to this group is limited and we need to understand the best and most effective ways to help people on UC earn more. This may be through increased hours in their current job, career progression, additional jobs or a completely new job.

This text has been removed as per section 22a of the Freedom of Information Act as disclosure would, or would be likely to, prejudice the programme of research and the integrity of the trial data.

However, Section 21 of the Freedom of Information Act enables us to direct you to information, already within the public domain, which covers the information you have requested. Information on the In Work Progression Randomised Control Trial can be found at www.gov.uk/uc-at-work-spring-2015.pdf

2. Employer Awareness :

What it is, who it's for and when to use it?

This document is designed to provide useful information to support you in building your labour market knowledge and expertise when thinking about opportunities for UC in-work claimants to earn more; and in continuing to develop close productive working relationships with Work Coaches so that they can deliver a quality in-work service to claimants in the Trial, focused around a strong up to date understanding of the labour market and employers.

This is a 'living document' which will be updated as we learn through the Trial including from your feedback.

Please help with this - If you have any tips to share or case studies please email the [DWP Core In Work Service Hub](#).

Why In Work Progression will make a difference?

UC will be actively supporting claimants who are in low paid occupations and in some of the lowest-income households to become more independent and self sufficient. The potential benefits of supporting people to increase their earnings has a significant and wide ranging effect on the lives of our claimants and on the economy overall. It will ensure:

- More people working and earning more
- More people in sustainable employment
- More people living independently of benefits
- An overall reduction in poverty and child poverty households

This Case Study text has been removed as the employer has only granted limited permission to use the information within DWP products.

UC Employer Strategy - Our Ambition

Employers across the UK of all sizes and sectors should be aware of UC, and understand the implications and impact on businesses of a transforming labour market.

We aim to encourage employers to act positively on opportunities that UC offers, exploiting the benefits of a more flexible workforce, and supporting claimants to progress once in work.

Employer Engagement Role – how you will make a difference?

The Employer Engagement community have a key role to play in helping UC claimants who are in some work to find more or better work, and to earn more.

Your role in working with employers and knowing the local labour market will be key. We don't know all the answers to how the employer engagement role will change to support in-work claimants and this is why the Trial is taking place.

There are a few questions for you to think about during the Trial:

- Are you working with the same employers? Or have you started to work with new employers to enable you to identify opportunities for in-work claimants?
- Are you having different conversations with employers?
- Are you working with the same person in the company? For example, Training or Learning and Development Manager (larger employers only)
- What do you need to know about the labour market now that you didn't know before?
- Are you using any different sources to gather the wider labour market knowledge that could help claimants earn more?
- Are you thinking about what training is available/ required to enable claimants to gain the skills required to progress in work?

•How are you sharing your labour market knowledge with Work Coaches?

- How are you getting feedback from Work Coaches on UC in-work claimants and how they are looking to increase their earnings?
- Are the conversations you are having with employer 'In Work' leading to any new business?
- What questions are employers asking?
- Do they have any concerns?

3. Labour Market knowledge

As a member of the Employer Engagement community, you will have a good knowledge of your local labour market. This will probably be focused on having the right knowledge to help unemployed people into work.

With the introduction of UC you will now need to expand your labour market knowledge so that you know the opportunities that will help claimants into work but also opportunities for them to earn more.

There are different ways that claimants will be able to earn more:

- To progress with their existing employer
- To work more hours – this could be with their existing employer, or a second job with another employer, or change of job to a different employer with more hours/increased pay
- To improve their skills so they can secure a job with a higher rate of pay

Labour Market – things to think about

- Do you have a good understanding of the skills and knowledge required for each sector? including the sector routeways and careers pathways within each sector
- Do you know which national employers, with outlets in your area, offer career pathways/progression opportunities? And do you know what these career pathways are?
- Are you aware of any job banks, eg, in retail developments, which advertise extra hours?
- Do you know which employers are happy for their employees to have second jobs?
- Do you have a good knowledge of the different working patterns offered by employers?
- Do you know where there are skills shortages? what training is available? and whether UC in-work claimants will be able to access the training?

If you have local information which you want to share with coaches in the District Provision Tool (DPT) around in-work opportunities (not vacancies or partner information) you need to discuss with your local Partnership & Provision Manager (PPM) (details are in each DPT) to check suitability of the information. If acceptable, a DPT template should be completed and passed to the PPM to publish locally.

Considering the impact on Employers

In all your work both with employers and Work Coaches, you will need to consider how the work we do with UC in-work claimants to encourage them to work more may impact on the employer.

For example, some employers may need people to work 20 hours a week and no more and will not want employees asking for additional hours.

Some employers may have clauses in their contracts of employment which means that employees cannot work for another employer.

In terms of progression, it will be important to understand realistic timescales for progression – in most jobs the employer would not expect to be asked about opportunities for promotion when someone has only been working for them for a couple of weeks.

You must ensure that you share your knowledge with Work Coaches.

4. Messages for employers on In Work Progression

In UC, claimants will be set achievable work goals based on their personal circumstances. These will be recorded in a Claimant Commitment, which is a record of the responsibilities they have accepted in return for receiving UC and the consequences of not meeting them. Their UC payments may be cut if they do not meet their responsibilities.

They will meet with a Work Coach, who will focus on mentoring and coaching to help them meet the requirements recorded in their Claimant Commitment. They will support and challenge them to fulfil their potential and help them to raise their expectations of what they can achieve. The goal is to help claimants to prepare for work and, once in work, to become financially independent over time.

We are working with employers and employer organisations to understand the most effective methods to support people to stay and progress in work. We have started to test and pilot new approaches to determine the best way to do this before we introduce it nationally.

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5. Programme Initiatives - What supporting tools and services are available

District Provision Tool

The **District Provision Tool** (DPT) provides a one stop service about what can be accessed and where in your local area.

It includes local provision available for both in or out of work claimants. It includes direct links to relevant guidance and forms.

Remember..... Universal Jobmatch doesn't end just because a claimant is in work – their personal account will still be live and they will still have access to their up to date CV, skills and work history.

Find DPT localised provision in your area by accessing the A-Z on your Jobcentre site.

Most provision is only available to support out of work claimants but there are some national opportunities to support in-work claimants. These include:

Learn Direct

[learn direct](#) – national network of government sponsored centres for flexible offerings for learning and skills upgrade.

It is an established partnership model with Jobcentres and provides employability support, basic skills (maths, English & ICT), plus a host of other courses – see attached list or access directly from their home page. Helpline 0800 101901



List of learndirect courses

National Careers Service

[National Careers Service](#) – is a careers advice service offering independent, professional careers guidance on finding jobs to fit a person's skills set, how to enhance existing skills, how to access training, and how to map our career development. Helpline for claimants 0800 100 900. Helpline for UC coaches 0800 924 429.

Flexible Support Fund (FSF) –

Although it is not intended that FSF should be used to encourage participation and engagement in the Trial, Coaches can use discretion to consider a payment from FSF where –

- there is a clear financial need that cannot be met from any other source i.e if this is to cover any form of training, it is important to determine if this would be covered by the current or new employer first; and
- where the Work Coach is satisfied funding would aid progression into more or better paid work and maximise employment opportunity. For example, through support with fares or training not covered by the current employer

When awarding FSF payments, Coaches should stress to the claimant that payments are taxable and, if in doubt, the claimant should seek advice from HMRC.

We would encourage/require (dependent upon a claimant's circumstances) that they have conversations with their current employer about what training may be available to aid progression.

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6. Employer Insight

This section provides examples of things employers are saying about 'In Work' – both positive and where there may be a concern. You should be aware of both views as this will help to inform your conversations with employers.

In January 2014, the Chartered Institute of Personnel and Development (CIPD) published a report called **“Making Work Pay - Implementing Universal Credit”**. The research was based on a survey of 1,000 employers as well as a survey of 2,000 employees to understand what opportunities exist in practice for low-paid employees to increase their working hours or skills in order to boost their earning potential.

The report explores the extent to which employers can help meet the Government's policy goals by providing more hours or training for the low paid. In particular, it explores the extent to which employers:

- provide progression routes for entry-level employees
- offer training and development opportunities
- offer opportunities for people to work more hours to boost earnings
- award pay increases/bonuses
- enable employees to take on a second job with another employer.

Here are some of the recommendations for Employers within the report ...

- Employers should ensure they provide training opportunities for all staff to meet the demands of their role, to drive engagement and productivity and to equip them for any available progression opportunities.
- Employers should ensure that all staff are aware of routes to progression.
- Ensure that opportunities to work additional hours are effectively communicated to eligible employees.
- Communicate clearly to employees whether, or under what circumstances, they are allowed to take on a second job with another employer.
- Ensure line managers have regular conversations with employees to ensure they are not working excessive hours where they have more than one job.
- Provide financial education to employees.

For more information, see the CIPD *Workplace Financial Education* guide:

cipd.co.uk/publicpolicy/policy-reports/workplace-financial-education.aspx

Employer Insight (cont)

The Employer Perspective – *extracts from 'Making Work Pay - Implementing Universal Credit'*

•Changing jobs, roles and opportunities for promotion

From an employer perspective the best opportunity for low-paid staff to increase their earnings is to change their job role, with a fifth of employers reporting a high opportunity for low-paid staff to do this and nearly two-thirds saying there is limited opportunity or no opportunity.

Promotion is regarded as an opportunity for low-paid staff to increase their earnings by four in ten employers, with 12% saying there is a high level of opportunity.

However, just 6% of low-paid staff identified getting promotion as a good opportunity to earn more money in the next 12 months. Low-paid employees are most likely to believe that finding a higher-paying job with another employer is their best opportunity to earn more money in the next year, cited by 41% of low-paid respondents.

•Increasing working hours

Another way for low-paid employees to increase their earnings is through working more hours. Over half of employers said low-paid workers had some opportunities to progress their earnings through working additional hours. However, only a fifth of employers said there was a high opportunity for low-paid workers to do so.

The ability of employers to offer additional hours is only half the story – whether low-paid workers are able to/want to work more hours is of course just as important.

The vast majority (82%) of low-paid workers in our survey were people working part-time hours of 30 hours a week or less. Nine out of ten of these part-time employees choose to work part-time.

There is, however, some appetite among three in ten part-time workers to work more hours than they do. For part-time workers, the biggest obstacles to working more hours are that their employer does not or cannot offer more working hours, that they have family or other caring commitments or that they cannot find a job elsewhere offering more hours. Just 7% of part-time workers said that a reticence or reluctance to ask for more hours was a reason that prevented them from working more hours.

•Taking on a second job

Another way for low-paid employees to boost their earning potential is to take on a second job with another employer. Six in ten employers say they have restrictions in place on staff working for another employer. Among employers that do allow low-paid staff to work for another employer, about half would require a written request. About half of low-paid employees say they are allowed to work for a second employer; however, there is some confusion among employees on this issue, with 30% saying they don't know.

- **Opportunities for training and development**

A further route for low-paid workers to take to boost their earning potential is to increase their skills. Unfortunately, from the perspective of both employers and employees, the potential for this to happen is limited.

While the majority of employers said low-paid staff are eligible for company training and development, three-quarters said that this is to help them do their current job rather than provide training that would help them progress to a higher-paid job. Employers that provide training that can help low-paid staff progress report that about 60% of eligible employees take up this opportunity.

Another obstacle faced by low-paid staff in accessing training is that many employers (45%) reserve their training budget to some extent for senior or high-potential staff.”

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Examples of Career Information for National Employers

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7. In Work Progression - Q&A (extract – the full Q&A is provided as part of the overarching Information Pack)

Q. Why are we running the In Work Progression Randomised Control Trial?

A. As part of UC, we will, for the first time, be actively supporting claimants who are in low-paid work to earn more and become more independent and self sufficient.

The offer now to this group of claimants is limited because we don't yet know about the best and most effective ways to help people on UC earn more. Through this important Trial, we will build this vital evidence so that we can introduce, in the future, a national in-work service.

Q. What is the In Work Progression Randomised Control Trial?

A. This is the first large-scale trial, testing the impact of key elements of an in-work service for UC claimants. It uses the core principles of the support Work Coaches provide to people looking for work and includes three key elements:

- Providing Work Coach support to set relevant goals, address barriers and define actions for claimants;
- Setting mandatory requirements to ensure that claimants take reasonable action that should help them earn more; and
- Having challenging conversations to monitor and drive the progress that claimants are making.

Q. What is the Trial aiming to achieve?

A. In delivering this Trial, the coaches will be helping low-paid working UC claimants to take steps to increase their earnings which will ultimately give them greater independence from benefit.

This is also a great thing for the country. Making it easier for claimants to progress and earn more will have a significant impact in reducing poverty and in-work poverty, whilst importantly contributing to the growth of your local economies.