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The Authors

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Penny Wymer XXXX.
**Abbreviations and acronyms**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
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<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>JSA</td>
<td>Jobseeker’s Allowance</td>
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<tr>
<td>JSD</td>
<td>Jobseeker Direct</td>
</tr>
<tr>
<td>LMS</td>
<td>Labour Market System</td>
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<tr>
<td>VSM</td>
<td>Vacancy Services Manager</td>
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Summary

Introduction

With the introduction of Jobpoints to Employment Service/Jobcentre Plus, the use of vacancy display cards, which were formerly displayed inside offices and in windows, was discontinued. However, many Jobcentre Plus managers and employers felt that an opportunity to market vacancies was being missed and some local offices developed their own window displays. Subsequently, a decision was taken by Jobcentre Plus nationally to pilot alternative display options in ten offices in the South West Region with a view to developing a Jobcentre Plus corporate design.

The Policy Research Institute at Leeds Metropolitan University was commissioned to undertake an evaluation of this pilot exercise on behalf of the Research Partnership for Performance Analysis and Improvement. The objectives of the evaluation were to obtain customer, employer and staff views on the displays, assess their effect on customer and employer behaviour and on Jobcentre Plus business processes and performance and identify good practice. The evaluation therefore involved telephone and face-to-face surveys and focus group discussions with customers, a telephone survey of employers, and interviews with Jobcentre Plus staff. Research was undertaken mainly in four pilot sites (Bournemouth, Paignton, Ilfracombe and Yeovil) between February and April 2004, with some additional research with customers in Swindon in June 2004.

Awareness of window displays

Most survey respondents in the four pilot sites, excluding Swindon and most focus group participants, had found out about window displays by seeing them when they had visited an office.

Less than half (47 per cent) of the employers surveyed were aware that vacancies were being displayed in office windows and only a fifth were aware that their recent vacancy had been displayed. Most employers (74 per cent), and especially smaller employers, did not wish to be notified of the intention to display their vacancies.
Appearance and content

Most customers had found the window displays easy to read; some, especially those with poorer eyesight, preferred the larger A4 adverts, but most preferred the smaller A6 adverts because they allowed more jobs to be displayed. Opinions were divided on the attractiveness of the existing style. Some thought the bright green background made the adverts stand out well whereas others thought that some variation in style and colour would help draw attention to the displays.

Two-thirds of survey respondents thought that the right kinds of vacancies were being displayed but some wanted more variety. Nearly three-quarters (71 per cent) of survey respondents felt that the adverts had provided all the information they needed. Amongst those who wanted more information, the main perceived needs were better information on the vacancy (especially exact level of pay) and on the employer (name, location, phone number). Some argued that this would remove the need for them to call into the office.

Most survey respondents (70 per cent) thought that additional information (over and above job vacancies) should not be displayed in windows, but some (and some focus group participants) felt that information on benefits, tax credits and training opportunities would be valuable.

Use of window displays

42 per cent of survey respondents had used window displays to look for vacancies more than ten times. A similar proportion had used them outside office hours and focus group participants identified this as a significant benefit.

40 per cent of survey respondents had found a vacancy of interest; most of these (85 per cent) had subsequently approached a front-line adviser, while 11 per cent had phoned Jobseeker Direct. Amongst focus group participants views were divided; some preferred to use an adviser because they obtained more information, whereas others preferred an independent approach avoiding going into the office. Of the survey respondents who had applied for vacancies, 70 per cent had applied direct to the employer; 43 per cent had applied through Jobcentre Plus staff.

Jobsearch behaviour

Amongst survey respondents, the most preferred Jobcentre Plus method of jobsearch (indicated by 51 per cent) was the Jobpoint; window displays were ranked second (preferred by 16 per cent, excluding Swindon customers) and advisory staff third (preferred by 11 per cent). Focus group discussions also reflected the preference for Jobpoints, but with window displays being seen as a useful addition.

The main reasons for the preference for Jobpoints related to ease of use, the comprehensiveness and range of information, and the fact that they let people search at their own pace. Window displays were preferred for ease and speed of use.
and access to relevant information, especially outside office hours, and were liked by those who did not like using the Jobpoints or having to enter the office.

Amongst survey respondents (including Swindon customers), the most common non-Jobcentre Plus methods of jobsearch used were local newspapers (92 per cent) and ‘word of mouth’ (63 per cent). Just under half (45 per cent) thought that Jobcentre Plus was better than other methods; 39 per cent thought it was ‘about the same’ and only ten per cent worse.

Amongst the employers surveyed, over two-thirds (68 per cent) submitted all their external vacancies to Jobcentre Plus; the main additional methods used were local newspaper, recruitment agencies, shop windows and ‘word of mouth’. Half rated Jobcentre Plus ‘about the same’ as other methods, with a broadly even split between those rating it better or worse.

Effects of window displays

A majority of those survey respondents who had used window displays (between 53 and 70 per cent) reported that the displays had made no difference to various aspects of jobsearch behaviour, but a significant minority (between 28 and 44 per cent) reported an increase, with very few reporting a decrease. The largest reported increases were in the types of jobs looked at (by 44 per cent) and the amount of time spent looking for jobs (by 40 per cent).

Similarly, a majority (between 73 and 78 per cent) reported no difference in their use of other Jobcentre Plus methods of jobsearch, but more reported an increase (between 14 and 21 per cent) than reported a decrease (between six and ten per cent). The largest reported increases were in the use of Jobseeker Direct (by 21 per cent) and frontline advisers (by 18 per cent).

Of those interviewed outside offices, about one-third (11 out of 32) indicated that they had not previously (over the past year) used Jobcentre Plus when looking for jobs, and nearly half (15 out of 32) reported that the introduction of window displays would make them more likely to use Jobcentre Plus.

Overall, respondents provided positive assessments of window displays, with nearly two-thirds (65 per cent) feeling that their introduction had made the Jobcentre Plus sites look more professional, just under one-third (31 per cent) reporting increased confidence in finding a job and 45 per cent reporting increased satisfaction with Jobcentre Plus. Taking everything into account, 90 per cent of respondents considered that the introduction of window displays had been ‘a good idea’.

Amongst employers surveyed, nearly two-thirds (62 per cent) reported that the introduction of window displays would make no difference to their likelihood of submitting vacancies to Jobcentre plus, but over one-third (36 per cent) said it would make them more likely to use the service. Two-thirds of employers had not noticed any difference in the number of applications, but just over one-fifth (21 per cent) had
noticed an increase, with very few discerning a decrease. Overall, employers were positive about the introduction of window displays, with 88 per cent reporting that it was a ‘good idea’.

Customers’ preferences for type of display

When presented with various options for window displays, the focus group participants displayed a wide range of views, but overall they preferred on-window displays, because they were easier to read with less reflection, and A6-sized adverts, because they allowed more jobs to be displayed. However, some preferred A4 sized adverts because they had difficulty reading smaller type and some suggested an intermediate size (A5) as a compromise between readability, the amount of information and number of jobs displayed.

The views of customers surveyed in Swindon differed somewhat from those of the focus group participants in that they indicated quite a strong preference for the plasma screen option, followed by the free-standing A4 and on-window A6 displays. In the focus groups, views on the plasma screen varied; many considered it to be eye-catching and professional-looking, with a dynamic display but some had concerns about its practicality in relation to the specific purpose of displaying job vacancies.

Views of staff

Some staff interviewed felt that the window displays were introduced with insufficient planning and preparation. Most staff felt that more advance information and consultation would have been beneficial, helping to generate more local ownership of the pilots.

Although a corporate approach and image is recognised as important, it was widely felt that the displays could have been more dynamic and eye-catching, with more local discretion allowed to vary and tailor displays to reflect local circumstances and developments.

Generally, there was a lack of formal policies to guide the selection of vacancies to be displayed. There was a tendency to display a range of the newest vacancies, with some attention being given to displaying vacancies considered particularly attractive. Staff reported that they try to accommodate employer requests but noted that it was important to avoid displays being dominated by particular employers.

In most sites, difficulties had been experienced with the process of producing display cards, particularly due to an inability to download the information from LMS to print vacancy cards. The process of producing cards clerically was seen as time consuming and wasteful of staff resources. Also, some difficulties had been experienced with the display boards and stands due to ‘fiddly’ processes and means of fixing display cards. It was reported that the process of maintaining the displays up-to-date required considerable staff resource since regular checking was required. However,
in most cases it was reported that this additional work had been accommodated within existing staff capacity.

Offices employed varying methods for dealing with vacancy enquiries. Some directed customers to Jobseeker Direct to preserve staff resources for ‘hardest-to-help’ groups, whereas others encouraged customers to enquire of staff in order to maximise the numbers visiting the office. Anecdotal feedback suggests that the display boards have resulted in increased customer visits to some offices and may have attracted more non-claimants. They were seen as beneficial to customers, especially those resistant to the use of IT, adding an additional jobsearch option and in some cases facilitating consideration of a wider pool of jobs than would be accessed through Jobpoints.

Staff reported that there had been limited, but generally positive, feedback from employers who saw the displays as a useful additional option which, in some cases, had helped to improve contact with local employers.

Overall, staff could discern no significant impact on performance in terms of submissions and job outcomes and, although some offices reported possible increases in customer visits, some concerns were expressed that the additional customers were not in the priority groups that attracted high job entry points scores. It is notable that the most positive view on impact was expressed in the Ilfracombe office where there are also indications of improved staff satisfaction. This is the office which had the greatest degree of local input to, and ownership of, the piloted system.

Managers presented mixed views about the plasma screen option. Whilst it was seen as potentially valuable as a visually interesting way of presenting general information about types of vacancies available (and other developments and events) and as a useful adjunct to specific vacancy displays and Jobpoints, there were concerns about the practical and resource implications of pursuing this option.

Conclusions

A number of key conclusions can be drawn on the basis of the research:

• Window displays are seen as a very positive development for Jobcentre Plus by customers, employers and staff. Their use across Jobcentre Plus offices should enhance the service provided to customers and employers, making use of a marketing resource that is currently under-utilised.

• Customers’ views on display options were mixed, especially in relation to the plasma screen. This was widely seen as eye-catching and professional-looking and was preferred especially by customers in Swindon. However, in the focus groups across the other four pilot areas, the preferred option overall from customers’ point of view was the on-window display with A6 vacancy cards, which was seen as providing the best compromise between the key criteria of readability, amount of information and number of jobs displayed.
• Local offices need to ensure that an appropriate range of vacancies is displayed and that adequate information is provided on vacancy cards to allow people to apply independently to employers if they so wish.

• Attention needs to be given to the needs of those with impaired vision and mobility to ensure that they are not disadvantaged in gaining access to the information on window displays.

• Attention needs to be given to ensuring that local offices have access to adequate IT resources to produce high quality printed vacancy cards and adequate staff resources to maintain the displays up-to-date.

• A balance needs to be struck between, on the one hand, the requirements of corporate standardisation and consistency and, on the other hand, the promotion of local ownership, creativity and innovation to allow tailoring of displays to local circumstances.
1 Introduction

With the introduction of Jobpoints to Employment Service/Jobcentre Plus, the use of vacancy display cards, which were formerly displayed inside offices and in windows, was discontinued. The components for displaying vacancy cards were removed from legacy Jobcentres and formed no part of the development of the environmental design for new Jobcentre Plus offices.

However, many field and marketing managers saw this as detrimental and, as most of the legacy sites and many of the new Jobcentre Plus offices have high street shop frontages, it was considered a wasted opportunity. In addition, there was evidence to suggest that employers who placed vacancies with Jobcentre Plus had expressed the wish to see their vacancies displayed in office windows.

Further, a number of local offices had taken the initiative and had produced their own window displays. However, the examples of these that had been observed did not comply with the Jobcentre Plus corporate branding guidelines and were deemed to look unprofessional.

A decision was taken to commission a series of approved window display materials specifically for vacancy information. It was intended that these new vacancy display systems would be piloted for a three month period, running from December 2003 to February 2004, in ten sites across the South West Region. It was decided that the pilot should be subjected to evaluation, focusing in detail on five of the pilot sites; details of these sites is provided in Appendix A.

The evaluation was undertaken by the Policy Research Institute at Leeds Metropolitan University on behalf of the Research Partnership for Performance Analysis and Improvement. The aim of the research was to evaluate the implications and effects of the introduction of window displays in Jobcentre Plus offices in terms of the impact on the effectiveness of the service provided by Jobcentre Plus for customers and employers.
More specifically, the objectives of the research were specified as follows:

- to obtain customer, employer and staff views on the alternative forms of window display;
- to assess the effects on existing customers and potential customers, in particular examining how customers respond to the vacancy displays and how they access Jobcentre Plus services;
- to obtain the views of employers in terms of their perception of the effectiveness of the service provided by Jobcentre Plus and procedures to submit vacancies;
- to assess the effect of the window displays on the pattern of workload of staff, staff time, cost and obtain staff views on advantages and disadvantages;
- to identify good practice that could be incorporated into guidelines for use if the scheme is rolled out further.

To achieve these objectives, the research comprised five key elements:

- A telephone survey of customers who had enquired about or applied for vacancies seen displayed on the new system, or had used window displays to look for jobs (155 interviews across nine pilot sites).
- A face-to-face survey of customers inside four pilot offices (Bournemouth, Paignton, Ilfracombe and Yeovil) who had used window displays to look for jobs (45 interviews) and outside the offices for those observed looking at the displays (32 interviews).
- A face-to-face survey of customers in the Swindon office (40 interviews), which had been selected to pilot a plasma screen option (but see below on the problems experienced with this option).
- A series of focus groups with customers in Bournemouth, Paignton, Ilfracombe and Yeovil to assess the relative benefits of the different display types (28 participants).
- A telephone survey of employers (89 interviews) who had vacancies displayed on the new system in nine of the pilot sites (excluding Swindon).
- A series of in-depth, face-to-face interviews with key office managers and staff in four pilot sites, including Business Managers, Vacancy Services Managers, Floor Managers, Customer Liaison Managers, Advisors and staff responsible for developing and maintaining displays. An interview with the Business Manager was also undertaken at the Swindon site. Telephone interviews were undertaken with a range of District and Regional managers (28 interviews in total).

The research instruments used in the evaluation are provided in Appendix B. The research was conducted during March and April 2004 primarily in five of the pilot sites – Bournemouth, Paignton, Ilfracombe, Yeovil and Swindon. Swindon was included in the research because it was the only site piloting the plasma screen option. However, due to technical problems the plasma screen was not operational.
for most of period of the evaluation study. Therefore, while detailed research was undertaken in the other four sites, only limited information was obtained from Swindon because customers had not been able to experience the plasma screen in operation. In the event, an interview was undertaken with a senior manager in the Swindon office and a return visit was made in June 2004 to undertake interviews with customers. However, despite plans to have the plasma screen operational for a period in advance of these interviews, further problems meant that this did not happen so it was not possible to obtain from the Swindon customers information about their experiences of the plasma screen display.

This report provides a summary and discussion of key findings from this research. Section two presents the results from the telephone and face-to-face surveys of customers and from the focus group discussions. Section three then discusses the findings from the telephone survey of employers. Section four contains a summary of the findings from the interviews with staff. Finally, section five provides a summary of key findings.
2 Views of customers

2.1 Introduction

This section presents findings of the research with customers, based upon the telephone and face-to-face interviews and focus group discussions. First, levels of awareness of the window displays are discussed, followed by customers’ views on the appearance and content of the displays, including format and content and the information included on vacancies. We then present information on how customers had used the displays, including how they had followed up vacancies, and on their jobsearch behaviour. This is followed by a discussion of the reported effects of the window displays on customers’ jobsearch behaviour and on their views of Jobcentre Plus. Finally, we discuss customer’s views on the different types of display that were piloted.

2.2 Awareness of window displays

From the telephone and in-office surveys of customers (excluding Swindon), two-thirds of respondents (67 per cent) had been aware of window displays for more than a month. Most respondents (85 per cent) had found out about the window displays by seeing them when they had visited an office. Of those interviewed outside offices, a majority (20 out of 32) had been aware of the displays prior to the day of interview.

In the focus groups, most respondents had noticed the displays while visiting an office, without having them explicitly pointed out to them. However, some people had been advised of their existence by staff, or in a letter. Most people, but not all, had looked carefully at the displays.
2.3 Appearance and content of window displays

2.3.1 Appearance

Respondents to the telephone and in-office surveys (excluding Swindon) were asked a series of questions about the format and content of window displays. As regards format, 91 per cent had found the job notices easy to read; 85 per cent thought the lettering was the correct size; and 86 per cent thought that the notices were displayed at the correct height.

The general response in the focus groups was that the size of the individual displays was adequate and the print was legible. However, there was some disagreement about the print size, with some people arguing that those with poor eyesight would have difficulty with smaller adverts. But the general view was against using larger size adverts because the priority was seen as maximising the number of job adverts that could be displayed.

Amongst focus group participants, opinions were divided on what made the displays attractive. Some found the displays attractive and thought the bright green background made the adverts stand out. Others thought that some variation in style and colour scheme would help draw attention to the displays. Some participants suggested that private agencies provided a good model for Jobcentre Plus to emulate.

2.3.2 Types of vacancies

As regards content, some two-thirds (65 per cent) of respondents to the telephone and in-office surveys (excluding Swindon) thought that the right sort of vacancies were being displayed in the windows. Amongst those who did not think that the right sort of vacancies were being displayed, most wanted to see more variation in the type of jobs, but there were conflicting views on the types of jobs people wanted to see:

‘There should be more variety; all they show are catering vacancies.’

‘There should be more low skill jobs advertised.’

‘More full-time vacancies; lots of part-time vacancies are shown in the windows.’

‘More professional jobs; it’s geared to low level manual work at the moment.’

‘More office work; there is too much cleaning and pub work displayed.’

In the focus groups, the nature of information provided about jobs was seen as more of an issue than the type of jobs displayed but, again, some participants wanted to see more variety and more job adverts. However, the discussion here tended to
reflect the limited nature of jobs available in the local area rather than specifically the types of jobs displayed in the office windows:

‘If there isn’t the work, it doesn’t matter about things like window displays.’

‘This is a depressed area, which has a holiday trade and a high retirement population.’

2.3.3 Information about vacancies

Nearly three-quarters (71 per cent) of respondents to the telephone and in-office surveys (excluding Swindon) felt that the displayed vacancies had contained all the information they needed when selecting a job. Amongst those who felt that the information provided was inadequate, 60 per cent wanted to see better information about the vacancy, mainly more detailed information about the exact level or range of pay, hours of work, the kind of work involved and whether training is provided. Over half (56 per cent) identified a need for more information about the employer, mainly, name and address, telephone number and the name of a contact person.

These views were echoed in the focus groups, with participants emphasising the need to know the exact level of pay, whether the job was offered by an agency, details of the employer (name, phone number, location) and qualifications required. There was a general feeling that the displayed adverts should provide enough information for customers to contact the employer directly rather than have to contact Jobcentre Plus staff. Some customers were concerned that asking staff for further information put them at risk of being submitted for unsuitable jobs, with the possibility of then losing benefit if they did not attend interviews or accept job offers.

2.3.4 Other information

Nearly two-thirds (64 per cent) of respondents to the telephone and in-office surveys (excluding Swindon) had not noticed any other Jobcentre Plus information being displayed in the windows and 70 per cent thought that additional information should not be displayed. Amongst those who thought that other information should be displayed, the main suggestions were for information about training opportunities and benefits.

In the focus groups, some customers thought that there was a case for displaying additional information in windows, for example when there were significant changes affecting all customers, such as changes in available benefits. Some had found information they had seen about tax credits very useful and some wanted to see more information about training opportunities. However, there was a general feeling that the priority for window displays should be job vacancies and some argued that additional information should not necessarily be displayed in windows but could be displayed inside the office.
2.4 Use of window displays

2.4.1 Viewing the displays

Nearly half (42 per cent) of the respondents to the telephone and in-office surveys (excluding Swindon) had used window displays to look for vacancies more than 10 times; 56 per cent had used them more than five times. Also, 42 per cent of respondents had used the window displays to look for vacancies outside normal office hours.

The potential to look at vacancies outside office hours was also seen as a benefit in the focus group discussions. The window displays were generally seen as a positive development but they were seen as unlikely to generate additional trips to Jobcentre Plus offices over and above the visits people normally made:

‘I wouldn’t pop down on a regular basis just to see the window displays.’

Adverse comments were made in one focus group about the location of the displays, which were adjacent to a door reached by some steps or an access ramp and, it was felt, would not be seen by all customers.

2.4.2 Following up vacancies

Most respondents (87 per cent) to the telephone and in-office surveys (excluding Swindon) said that they were aware of the procedure they needed to follow when they found a vacancy on the window displays in which they were interested and 40 per cent had found such a vacancy. Of those interviewed outside offices, only four out of 32 had selected a vacancy on that occasion and two intended to apply.

Of respondents to the telephone and in-office surveys who had found a vacancy they wanted to pursue, 85 per cent reported that they had approached a front-line member of staff or adviser; some 11 per cent had phoned Jobseeker Direct and a few had looked on the Jobpoints (four respondents) or contacted the employer direct (three respondents).

In the focus groups, most of those who had found vacancies they wanted to pursue had either approached an adviser or had contacted Jobseeker Direct; one had contacted the employer directly, having worked there previously, and was successful in obtaining work. Generally, people felt that the process for dealing with window display vacancies was no different from other queries. People’s views differed on their preferred approach: some preferred to approach an adviser because they got more information, especially about local jobs, whereas others preferred a more independent approach. One participant who preferred the latter approach said:

‘I prefer to pick my own job from the window because it saves them badgering me. Sometimes they are short staffed and you are told to come back later.’

Amongst the respondents to the telephone and in-office surveys, two-thirds (66 per cent) of those who had found vacancies of interest had proceeded with applications.
Of these, 70 per cent had applied direct to the employer (mainly using a non-Jobcentre Plus phone or by posting an application form or letter). Some 43 per cent reported that they had submitted applications through Jobcentre Plus staff.

2.5 Jobsearch behaviour

Respondents to the telephone and in-office surveys (including those in Swindon) were asked to indicate their preferences amongst the various Jobcentre Plus jobsearch methods; in all areas except Swindon this including window displays. The results are shown in Table 2.1. It can be seen that Jobpoints are by far the most popular, preferred by 51 per cent of respondents, but window displays are second in popularity (preferred by 16 per cent of respondents), ahead of frontline advisers (ten per cent) and the Internet Jobbank (eight per cent). The low level of preference for Jobseeker Direct is notable.

The focus group discussions also reflected the preference for Jobpoints, although most participants said that they would use all methods available and saw window displays as a useful addition.

Table 2.1 Respondents’ preferences amongst Jobcentre Plus methods of jobsearch (percentage of respondents indicating preferred method)

<table>
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<th>Method</th>
<th>Five pilot sites</th>
<th>Pilot sites excl. Swindon</th>
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<tbody>
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<td>Jobpoints</td>
<td>51</td>
<td>51</td>
</tr>
<tr>
<td>Window display</td>
<td>-</td>
<td>16</td>
</tr>
<tr>
<td>Jobcentre Plus frontline advisers</td>
<td>11</td>
<td>10</td>
</tr>
<tr>
<td>Internet Jobbank</td>
<td>9</td>
<td>8</td>
</tr>
<tr>
<td>Jobcentre Plus vacancy books/lists/newspapers</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Jobseeker Direct</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Don’t know</td>
<td>8</td>
<td>7</td>
</tr>
</tbody>
</table>

Base: Respondents in five pilot sites N=237; excluding Swindon N=200

Respondents to the telephone and in-office surveys were asked the reasons for their stated preference amongst Jobcentre Plus methods. The main reasons given for the preference for Jobpoints related to ease of use, the comprehensiveness and range of the information to which they provide access, and the fact that they let people search at their own pace:

‘They are easier to use; they have simplified things. You can search for the area that you want and search more specific job types.’

‘Jobpoints are easier to understand and use. There’s lots more information displayed and jobs outside the area are listed.’
'You can take your time, do it at your own pace and look for what you want to look for, not what they suggest.'

The main reasons given for the preference for window displays again related to ease and speed of use and access to relevant job information (especially for those averse to using new technology) but also emphasised access to information outside office hours and not having to go inside the office:

‘They are quicker; it’s easy to see at a glance the available jobs. They have helped to widen the choice of jobs I may not normally have applied for and they are convenient to use.’

‘Ease of use – easy to look through all the jobs on display. It’s quick to use and not restricted to office hours.’

‘The window displays are easier to view the vacancies. I don’t like the computers.’

‘It reduces the stigma of coming into the Jobcentre – feel a sense of shame in doing so. Also looking in the window saves time.’

Those who preferred using frontline advisers valued the opportunity to discuss their needs and obtain relevant help and information:

‘They have more information and know your personal circumstances, for example transport problems you may have.’

‘You can talk it over. I know my personal adviser well and he knows what I’m looking for.’

For respondents to the telephone and in-office surveys (including Swindon), the use of other sources of vacancy information, in addition to Jobcentre Plus, is shown in Table 2.2. It can be seen that nearly all respondents (92 per cent) used newspapers and nearly two-thirds (63 per cent) used ‘word of mouth’. Just under half (47 per cent) used employment agencies or recruitment consultants while 45 per cent used notices in shop windows and 43 per cent made speculative enquiries direct to employers. No respondents relied solely on Jobcentre Plus.
Table 2.2  Respondents’ use of other sources of vacancy information (percentage of respondents indicating preferred method)

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newspapers</td>
<td>92</td>
</tr>
<tr>
<td>Word of mouth</td>
<td>63</td>
</tr>
<tr>
<td>Employment agencies/recruitment consultants</td>
<td>47</td>
</tr>
<tr>
<td>Notices in shop windows</td>
<td>45</td>
</tr>
<tr>
<td>Speculative enquiries direct to employers</td>
<td>43</td>
</tr>
<tr>
<td>Careers Service</td>
<td>4</td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
</tr>
</tbody>
</table>

Base: All respondents N=240.

Again, these results were reflected in the focus group discussions, with local newspapers seen as the most useful non-Jobcentre Plus source of information. The main advantage of local newspapers was seen as the more detailed information they provided about jobs, including the type and level of experience needed and information on how to contact the employer:

‘You get more information from the local paper – more details regarding training, whether you need experience etc.’

Some participants had previously worked in the construction industry and emphasised the importance of ‘word of mouth’ in obtaining work in this sector.

When asked to compare Jobcentre Plus with other jobsearch methods that they used, 45 per cent of respondents to the telephone and in-office surveys (including Swindon) reported that Jobcentre Plus was better. More than one-third (39 per cent) felt Jobcentre Plus was ‘about the same’ as other methods, but only ten per cent thought that it was worse.

2.6  Effects of window displays

2.6.1  Effects on jobsearch

Of those respondents to the telephone and in-office surveys who had used window displays more than once to look for vacancies (86 per cent of the total sample at the four sites excluding Swindon), a majority reported that it had made no difference to aspects of their jobsearch behaviour, as shown in Table 2.3. However, a significant minority felt that the introduction of window displays had increased their jobsearch and very few reported a decrease.
Table 2.3  Effects of introduction of window displays on aspects of jobsearch (percentage of respondents by row)

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Increased</th>
<th>Made no difference</th>
<th>Decreased</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency of attendance at local office</td>
<td>36</td>
<td>61</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Amount of time spent looking for jobs</td>
<td>40</td>
<td>57</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Number of vacancies considered</td>
<td>30</td>
<td>67</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Type of jobs looked at</td>
<td>44</td>
<td>53</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Number of applications made</td>
<td>28</td>
<td>70</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

Base: Respondents who had used window displays more than once (excl.’not applicable’) N=171.

It can be seen from Table 2.3 that over a third of survey respondents reported increased frequency of attendance at a Jobcentre Plus office. The aspects of jobsearch behaviour that had increased most were the types of jobs looked at and the amount of time spent looking for jobs, with 40 per cent or more reporting an increase. However, fewer respondents (28 per cent) reported an increase in the number of applications made.

Table 2.4 shows the main Jobcentre Plus methods of jobsearch and reported effects of window displays on frequency of use. It can be seen that approximately three-quarters of respondents in each case indicate that window displays have had no effect on the use of these methods. However, the proportions reporting increased use in each case (14 per cent or more) are significantly higher than those reporting decreased use (ten per cent or less). Aspects showing the largest reported increase in use are Jobseeker Direct (21 per cent) and frontline advisers (18 per cent).

Table 2.4  Effects of introduction of window displays on use of Jobcentre Plus methods of jobsearch (percentage of respondents by row)

<table>
<thead>
<tr>
<th>Method</th>
<th>More often</th>
<th>Used: No change</th>
<th>Less often</th>
<th>Don’t know</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jobpoints</td>
<td>14</td>
<td>78</td>
<td>7</td>
<td>1</td>
<td>189</td>
</tr>
<tr>
<td>Jobcentre Plus frontline advisers</td>
<td>18</td>
<td>74</td>
<td>7</td>
<td>1</td>
<td>144</td>
</tr>
<tr>
<td>Jobcentre Plus vacancy books/lists/newspapers</td>
<td>15</td>
<td>76</td>
<td>8</td>
<td>1</td>
<td>119</td>
</tr>
<tr>
<td>Jobseeker Direct</td>
<td>21</td>
<td>73</td>
<td>6</td>
<td>-</td>
<td>84</td>
</tr>
<tr>
<td>Internet Jobbank</td>
<td>15</td>
<td>73</td>
<td>10</td>
<td>2</td>
<td>52</td>
</tr>
</tbody>
</table>

Base: Respondents who had used indicated method since introduction of window displays.

Of those interviewed outside offices, about one-third (11 out of 32) indicated that they had not previously (over the past year) used Jobcentre Plus when looking for jobs, and nearly half (15 out of 32) reported that the introduction of window displays would make them more likely to use Jobcentre Plus.
Nearly two-thirds of the sample of respondents to the telephone and in-office surveys (65 per cent) reported that the introduction of window displays had had no effect on their use of other (non-Jobcentre Plus) jobsearch methods; 19 per cent reported that they used such methods more often and 16 per cent less often.

2.6.2 Effects on views of Jobcentre Plus

Overall, respondents to the telephone and in-office surveys provided positive assessments of window displays as can be seen from the results shown in Table 2.5:

- Some two-thirds (65 per cent) felt that their introduction had made the Jobcentre Plus sites look more professional.

- In terms of effects on confidence in finding a job and satisfaction with Jobcentre Plus, whilst a majority felt that it had made no difference, significant proportions reported that the introduction of window displays had resulted in an increase in their confidence in finding a job (31 per cent) and an increase in their satisfaction with Jobcentre Plus (45 per cent).

- Taking everything into account, 90 per cent of respondents considered that the introduction of window displays had been ‘a good idea’.

Table 2.5 Effects of introduction of window displays (percentage of respondents by row)

<table>
<thead>
<tr>
<th></th>
<th>More professional</th>
<th>Neither</th>
<th>Less professional</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appearance of Jobcentre Plus sites</td>
<td>65</td>
<td>22</td>
<td>10</td>
<td>3</td>
</tr>
</tbody>
</table>

*Base: All respondents (excl. Swindon N=200)*

<table>
<thead>
<tr>
<th></th>
<th>Increased</th>
<th>Made no difference</th>
<th>Decreased</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Confidence in finding a job</td>
<td>31</td>
<td>66</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td>Satisfaction with Jobcentre Plus</td>
<td>45</td>
<td>52</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

*Base: Respondents (excl. Swindon) who had used window displays more than once (excl. ‘not applicable’) N=171.*

<table>
<thead>
<tr>
<th></th>
<th>Good idea</th>
<th>No view</th>
<th>Bad idea</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall view on window displays</td>
<td>90</td>
<td>8</td>
<td>2</td>
<td>-</td>
</tr>
</tbody>
</table>

*Base: All respondents (incl. Swindon N=240)*

Respondents to the telephone and in-office surveys were asked to summarise their views on the introduction of window displays. Amongst those who felt that it had been a ‘good idea’, the main reasons given were as follows:

- they catch the attention of passers-by; like other High Street shop windows;
- they help to attract people into the Jobcentre Plus office;
• people can look for jobs without having to go into the office;
• people can look for jobs outside normal office hours;
• they provide another jobsearch option, especially for those who do not like using the Jobpoints.

‘It’s like a shop window; attracts the public to look in.’

‘It’s easy to look for potential jobs – another source.’

‘It gives you more support and variety in searching for work.’

‘They are quicker, easy to see at a glance the available jobs. They have helped to widen the choice of jobs I may not normally have applied for, and they are convenient to use.’

‘Walking by the display encourages me to come into the office and look for other vacancies on the Jobpoints.’

‘People can look in the window out of hours; also it encourages people to come in.’

‘They’re always there; you don’t always have to go in. They’re an opportunity for people who work to look at bettering themselves without actually having to go into the Jobcentre.’

‘You don’t have to go inside the Jobcentre, and you can look at them any time of day.’

‘People who don’t like the Jobpoints will use the window displays.’

‘Not everyone is keen on the computers. You can see at a glance what is available and check out the latest vacancies.’

Amongst those who were indifferent to the displays, the main comment was that ‘…it won’t make a lot of difference…’ Only three people felt that the displays were a ‘bad idea’ and their comments were as follows:

‘Why bother putting adverts in tinted glass windows making it very difficult to read them?’

‘It’s a waste of time. The window displays at Chippenham are poorly thought out. You have to stand on the grass to view the vacancies.’
'They are a waste of staff time as vacancies are on the Jobpoints anyway and the display vacancies are not kept up to date...'

Finally, respondents to the telephone and in-office surveys were asked if they had any other comments on window displays. The following quotations provide an indication of the natures of the comments made:

‘There should be more of them.’

‘There should be more boards displaying the jobs; they are big windows, after all! Also, make sure they are kept up-to-date – I applied for a job that had already gone.’

‘Keep them up-to-date as some vacancies on display had already gone.’

‘There’s not much variety; all the jobs are the same.’

‘They could be a bit more eye-catching.’

‘They could look more professional – they still look very old-fashioned, like they use to be.’

‘The size of the lettering for less literate people could be bigger.’

‘Think about the distance people are reading these adverts from. Some are difficult to read from the outside.’

‘The sun shining on the windows can obliterate your view of the displays.’

‘During dark evenings the vacancies would not be easy to read. The window should be lit up in order to see the notices.’

2.7 Customers’ preferences for type of display

2.7.1 Comparison of display options

Participants in the focus groups in Bournemouth, Paignton, Ilfracombe and Yeovil were provided with photographs of the various window display options and asked to complete a short questionnaire about their opinions and preferences. Customers interviewed in Swindon Jobcentre Plus office were also shown these photographs and asked for their views. It should be noted that the results of this exercise may be influenced by the quality of the photographs and by the fact that for the plasma screen option it was necessary to use a photograph of an operational screen in an estate agent’s window in order to provide a ‘real life’ example.
The results are shown in Tables 2.6 to 2.8. The results for Swindon customers are shown separately because they were obtained in short face-to-face interviews, a different context from the focus group discussions in the other four pilot areas. From Tables 2.6 and 2.7 it can be seen that customers in all areas thought that the plasma screen is the most eye-catching and professional. However, there is disagreement on which option is the easiest to read, Swindon customers preferring the plasma screen but focus groups participants preferring the free-standing A4 display. Across the two groups, the least popular displays were the Ilfracombe free-standing A4 wallets and the on-window A4 and ‘newsagent’ A6 pockets.

### Table 2.6 Preferences amongst alternative types of window display: Focus groups (numbers of respondents by row)

<table>
<thead>
<tr>
<th>Window display option¹:</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most eye-catching</td>
<td>6</td>
<td>2</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>11</td>
<td>28</td>
</tr>
<tr>
<td>Easiest to read</td>
<td>17</td>
<td>-</td>
<td>-</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>4</td>
<td>27</td>
</tr>
<tr>
<td>Most likely to use to look for jobs</td>
<td>6</td>
<td>4</td>
<td>2</td>
<td>4</td>
<td>-</td>
<td>6</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>Most professional</td>
<td>3</td>
<td>6</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>5</td>
<td>12</td>
<td>28</td>
</tr>
<tr>
<td>Least eye-catching</td>
<td>-</td>
<td>-</td>
<td>11</td>
<td>1</td>
<td>10</td>
<td>2</td>
<td>4</td>
<td>28</td>
</tr>
<tr>
<td>Least easy to read</td>
<td>1</td>
<td>5</td>
<td>7</td>
<td>6</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>27</td>
</tr>
<tr>
<td>Least likely to use to look for jobs</td>
<td>-</td>
<td>-</td>
<td>9</td>
<td>2</td>
<td>6</td>
<td>1</td>
<td>8</td>
<td>26</td>
</tr>
<tr>
<td>Least professional</td>
<td>1</td>
<td>-</td>
<td>15</td>
<td>3</td>
<td>8</td>
<td>1</td>
<td>-</td>
<td>28</td>
</tr>
</tbody>
</table>

*Base: All focus participants.*

*Note 1: Window display options:*
A Free-standing A4;
B Free-standing A6;
C Ilfracombe free-standing A4 wallets;
D On-window ‘newsagent’ A6 pockets;
E On-window A4;
F On-window A6;
G Plasma screen.

### Table 2.7 Preferences amongst alternative types of window display: Swindon customers (numbers of respondents by row)

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most eye-catching</td>
<td>4</td>
<td>4</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>11</td>
<td>21</td>
</tr>
<tr>
<td>Easiest to read</td>
<td>13</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>4</td>
<td>21</td>
</tr>
<tr>
<td>Most professional</td>
<td>5</td>
<td>4</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>10</td>
<td>19</td>
</tr>
</tbody>
</table>

Continued
Table 2.7  Continued

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
</tr>
</thead>
<tbody>
<tr>
<td>Least eye-catching</td>
<td>-</td>
<td>-</td>
<td>22</td>
<td>3</td>
<td>11</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Least easy to read</td>
<td>3</td>
<td>2</td>
<td>18</td>
<td>12</td>
<td>4</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>Least professional</td>
<td>-</td>
<td>-</td>
<td>22</td>
<td>7</td>
<td>7</td>
<td>-</td>
<td>3</td>
</tr>
</tbody>
</table>

Base: Respondents to Swindon survey (N=40).

Note 1: Window display options:
A Free-standing A4;
B Free-standing A6 C Ilfracombe free-standing A4 wallets;
D On-window ‘newsagent’ A6 pockets;
E On-window A4;
F On-window A6;
G Plasma screen.

It is evident that there is a large degree of variation in participants’ views, but overall the most popular options appeared to be as follows:

**Focus groups:**
- Free-standing A4;
- Plasma screen;
- On-window A6;
- Free-standing A6.

**Swindon customers:**
- Plasma screen;
- On-window A6;
- Free-standing A4;
- Free-standing A6.

In terms of overall preference, Table 2.8 shows a predominant view amongst the focus group participants in favour of an on-window display and a marginal preference for the A6 size of advert. On balance, therefore, this can be interpreted as a marginal preference on the part of the focus groups participants for Option F, the on-window A6 display. However, the Swindon customers indicated a preference for the plasma screen, followed by the free-standing displays.
Table 2.8  Overall preferences for type of window display: Focus groups (number of respondents)

<table>
<thead>
<tr>
<th>Type of display:</th>
<th>Number preferring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free-standing</td>
<td>7</td>
</tr>
<tr>
<td>On-window</td>
<td>14</td>
</tr>
<tr>
<td>Plasma screen</td>
<td>6</td>
</tr>
<tr>
<td>Size of advert:</td>
<td></td>
</tr>
<tr>
<td>Large (A4)</td>
<td>12</td>
</tr>
<tr>
<td>Small (A6)</td>
<td>16</td>
</tr>
</tbody>
</table>

Base: All focus group participants, N=28

Moreover, the discussion in the focus groups around these preferences indicated significant differences of opinion. Some participants liked the A4 sized adverts because they were easier to read and could contain more information, but the balance of opinion was towards the A6 size because the displays were able to carry more job adverts, and this was a priority for most people. However, some participants suggested that an intermediate size (A5) might be a good compromise between the key criteria: readability; amount of information; and number of jobs displayed.

As regards free-standing versus on-window displays, several participants argued that free-standing displays were harder to read due to reflection in the window glass:

‘The free-standing displays in Yeovil were too far back and suffered from the problem of reflection in the glass.’

‘When traffic goes by you get reflection on them, making it difficult to read the adverts.’

The on-window displays were felt by many to be easier to read because people could get closer to them and there were fewer problems due to reflection.

2.7.2  Views on the plasma screen option

From the focus group discussions it is possible to elaborate in a little more detail the views of participants on the plasma screen option. In Ilfracombe, four respondents picked out the plasma screen as being the most eye catching. What they seemed to like about this was the fact that the display was large, it was bold, and it was dynamic in the sense of providing a moving and changing image. They felt that this helped to draw attention to it and it would not be easily missed.

The plasma screen option was liked in Yeovil because it was considered to be easy to read, colourful, eye-catching, and dynamic. It displayed the information in a way that was big and bold, and stood out. The plasma screen was generally felt to be the
The most professional type of display. However, some in the Paignton group argued that while the plasma screens are eye-catching and professional, they are much less useful than other types of display.

The Bournemouth group expressed the greatest differences of opinion around the plasma screen. Those who preferred it thought it would be easy to read and would show a wider choice of jobs than the other display options. They thought it would enable them to look at jobs at times convenient to them rather than when the Jobcentre was open, and that it was a useful alternative for those ‘seeking professional jobs’ who did not want to spend any more time in a Jobcentre than necessary. They thought more employers with professional jobs would advertise in Jobcentres if their vacancies were displayed on a plasma screen.

However, others thought that although plasma screens looked good, they would be expensive and easily vandalised. Since the same jobs would be available on the Jobpoint in any case, it would be better to use other forms of window display to tempt people inside to use the Jobpoints by giving a flavour of what was available. A compromise was suggested that Jobcentre Plus should consider installing plasma screens in Jobcentres where there were large numbers of professional jobs, or a large number of professional jobseekers.
3 Views of employers

3.1 Introduction

This section reports the findings from the survey of employers, undertaken across nine of the pilot sites (excluding Swindon). First, levels of awareness of the window displays are discussed, followed by employers’ experiences of recruiting to vacancies placed on the window displays. We then present information on employers’ use of Jobcentre Plus and other methods for recruitment and, finally, discuss employers’ overall views on the window displays and their likely effect on their use of Jobcentre Plus for recruitment.

3.2 Awareness of window displays

Just under half of employers (47 per cent) were aware that Jobcentre Plus had started to display vacancies in windows of some sites.

Of those that were aware, 38 per cent were told by a member of Jobcentre Plus staff while 36 per cent saw them whilst visiting the office.

Only one-fifth (20 per cent) of employers were aware that their recent vacancy had been displayed; of these, only 22 per cent had requested that the vacancy be displayed.

Some three-quarters of employers (74 per cent) indicated that they did not wish to receive prior notification of vacancies being displayed in the window; smaller employers (under 20 employees) were more likely to wish not to be notified. The main reason for not wishing to know was a lack of concern to know the details of how the vacancy was being handled:

‘As long as the vacancy gets advertised, I’m happy.’

‘Any additional method of advertising is beneficial, but I’m not concerned about being notified.’
‘I appreciate it being put in, so notification was not necessary. I trust them.’

Larger employers were more likely to indicate that they wanted to be notified for monitoring and reporting purposes (consistent with the greater likelihood of having a dedicated personnel function):

‘Then we could monitor what we are getting back in terms of applicants through the process.’

‘I could then measure the impact of using that method of advertising.’

3.3 Recruiting to the vacancy

Some two-thirds (67 per cent) of employers had not noticed any difference in the number of submissions received for the vacancy. Amongst those who had noticed a difference, 90 per cent reported that submissions were higher than would normally be expected (this represents 21 per cent of all employers).

Most employers (82 per cent) reported that they had not noticed any difference in the type of candidates applying for the displayed vacancy. Amongst those who had noticed a difference (ten per cent), there was no consistent pattern, with about equal numbers saying that the candidates were better than usual and worse than usual:

‘It attracted a lot of unsuitable people.’

‘Better applicants – more genuine and really looking for work.’

Over half of employers (58 per cent) reported that they had used only Jobcentre Plus for the vacancy, while 39 per cent had also used another method of recruitment. Amongst the latter, the most common additional recruitment method was the local newspaper (used by 63 per cent). Other methods used were shop/pub window (nine per cent) and internal notice boards (four per cent).

In cases where the employer recalled that the vacancy had been filled, less than half (40 per cent) were filled by a Jobcentre Plus applicant.

3.4 Recruitment in general

Over two-thirds (68 per cent) of employers reported that they submit all their external vacancies to Jobcentre Plus.

Amongst those who did not submit all vacancies, the main occupational category of vacancies not submitted was managerial and professional, followed by elementary occupations and skilled trades.

The main recruitment methods used for vacancies not submitted to Jobcentre Plus were local newspaper (ten employers), recruitment agencies and trade press (five
employers each), shop windows and word of mouth (four employers each), national newspapers and websites (three employers each). In most cases employers said they used these methods because they were tried and tested and worked well for the type of vacancy:

‘Tried and tested as we have unique requirements which are specialised.’

‘We get a decent response from local people this way.’

‘It’s the only way to contact lists of people who have worked for us before.’

Amongst the employers who used other recruitment methods in addition to Jobcentre Plus, half rated Jobcentre Plus ‘about the same’ as other methods used, with a broadly even split between those rating Jobcentre Plus better or worse than other methods. Those rating Jobcentre Plus better than other methods gave the following reasons:

‘We get more applicants from Jobcentre Plus than the newspapers. It’s nice to have a range of people to interview.’

‘Jobcentre Plus is more helpful. They record your details accurately with no irregularities.’

‘It covers a wide area at no cost to us.’

Reasons given for rating Jobcentre Plus worse than other methods included the following:

‘Jobcentre Plus need to improve their screening process. They send us poor quality candidates.’

‘There is a stigma of going into a Jobcentre for a lot of people.’

3.5 Views on window displays

Employers were asked whether or not the introduction of window displays would make them more or less likely to submit their vacancies to Jobcentre Plus. Nearly two-thirds (62 per cent) said that it would make no difference, while just over one-third (36 per cent) said that it would make them more likely to use the service.

When asked whether allowing them to request that their vacancies be displayed in the window would make them more or less likely to submit their vacancies to Jobcentre Plus, 65 per cent said that it would make no difference, while 35 per cent said that it would make them more likely to use the service.
Overall, employers were positive about the introduction of window displays, with 88 per cent reporting that it was ‘a good idea’. Some 11 per cent said that they were indifferent but none thought that it was ‘a bad idea’.

The following quotations illustrate the main reasons why employers thought window displays are a good idea:

‘The more recruitment methods used the better; it’s another option.’

‘You do get people who don’t want to go into a Jobcentre but would always look in a ‘shop type’ window.’

‘People passing who may be employed will see the vacancy. Normally people only go inside the Jobcentre if they are unemployed and looking for work.’

‘It’s more accessible for people in work looking for a job outside normal hours.’

‘People walking past are inclined to look in the window. Jobpoint systems are too laborious and there’s not enough help on hand, especially at … Jobcentre. As with the old Job Boards, everything can be seen at one glance.’
4 Views of staff

4.1 Introduction

This section reports the findings from the interviews undertaken with Jobcentre Plus staff, which included managers at regional, district and office levels and front-line staff in the pilot offices. First, staff views on the preparation for, and planning, of the pilot are discussed, followed by views on the displays. We then discuss staff views on the impact of the displays on the business process, including the processes of selecting vacancies for the displays, creating the vacancy notices, maintaining the displays and dealing with enquiries about vacancies. This is followed by staff views on the impact of the displays on customers, employers and on performance. Finally, some conclusions are drawn from the staff interviews and some staff suggestions are summarised.

4.2 Preparation and planning

There were conflicting messages about how much preparation and planning went into the window display pilots. Some interviewees felt that insufficient thought went into the planning of the pilots as a whole.

One site reported that they did not receive much information in advance of the arrival of the displays – they simply knew to expect them. As such they could not do much in the way of preparation. Another stated that as far as the staff were concerned they were ‘…presented with a fait accompli and told to do it.’

One of the senior staff members interviewed also reported insufficient involvement in the initial preparation and planning process. This manager felt that if it had been possible to see the display types beforehand, a more suitable display type could have been recommended for one of the pilot sites, which would have avoided some problems that subsequently occurred. Another senior staff interviewee described the installation process as ‘…unprofessional and rushed’.
Although it was generally acknowledged by the sites that some prior contact with both District and Regional Offices had occurred, and that in addition they had been issued with a display guidance CD-rom, it was felt overall that more consultation and information would have been beneficial.

In contrast, staff at the Ilfracombe site, who had developed and are still using their own displays in response to customer demand, were far more positive about the planning and preparation process. They were able to research and source their own display system, receiving support and encouragement from their District Manager. Therefore, Ilfracombe staff felt far more involved with and knowledgeable of the process and as a result were better prepared for the changes.

All of the sites reported that little was done in advance to notify employers that their vacancies would start to be advertised. Further, no special preparation was made to inform customers before the display boards were installed. It was felt that they ‘…spoke for themselves’.

4.3 Satisfaction with the displays

Some offices were pleased with what they piloted; however, other offices were clearly disappointed with what they have been given to pilot and saw it as a missed marketing opportunity.

The displays were felt by some to be lacking dynamism, with bland designs that don’t catch the eye. Indeed, as most of the sites had previously designed and produced their own window display, many felt that the introduction of the new materials was a retrograde step.

Although it was agreed that a corporate image was important, some staff queried why everything had to be the same and very repetitive, pointing out that customers would be more likely to notice the displays if they were more varied and included illustrations or focused on some aspect of the local employment market. For example:

‘…before Jobcentre Plus we used wacky methods to attract attention, like a flower display when Suttons Seeds was recruiting, but it’s too corporate now’.

4.4 Impact on the business process

4.4.1 Selecting vacancies

When deciding which vacancies are to be displayed, in general it was the Vacancy Services Manager (VSM), or the vacancy services team, in consultation with the staff member responsible for maintaining the displays, who made the decision.

In most instances there was no explicit policy decision made about which jobs were to be featured on the displays, with most sites being likely to include a variety so that the display was indicative of the range of jobs available, in the hope that this would encourage people to come in and search on the Jobpoints.
In practice, the displays tended to contain a selection of the newest vacancies, those vacancies that were deemed to be ‘more attractive’ than the general run of jobs and also some vacancies which were viewed as being difficult to fill and ‘in need of a bit of a push’.

At most sites, if an employer specifically asked for a vacancy to be displayed then the staff would try and accommodate this request. However, it was noted that staff sometimes needed to be quite diplomatic about this to ensure that the system was fair:

‘We could not allow a small group of employers to dominate the displays all the time.’

However staff at one site in particular stated that if an employer flagged a vacancy as a priority then they would be far more likely to put it on the attractor screen or in today’s vacancies on the Jobpoint than in the window.

4.4.2 Creating the vacancy notices

The major concern with maintaining the window displays relates to the actual production of the vacancy notices, with all of the sites reporting some degree of dissatisfaction with this process.

Whilst it was acknowledged that it was a simple enough procedure to obtain the details of a vacancy from either the Jobpoint or the LMS system, it was the process of transferring this information onto the vacancy notice template that proved to be problematic. Thus, the information on the LMS system is in a different format to that required for the template, so it is necessary to either re-input or cut and paste the information to produce the vacancy notices. One interviewee described this technology as:

‘…outrageously rubbish – it’s shocking that we have to do it all clerically.’

Further, many of the staff responsible for the production of the vacancy notices were in post when the old jobboard card system was in use and are aware that the previous system allowed them to print vacancy cards straight from LMS. As such the new system is seen as being unnecessarily time consuming and a waste of staff resources. As a result some sites, especially those with numerous A6 displays, are actually limiting the number of vacancies they display and are not updating the displays as often as they would like.

Additional issues were raised about the facilities available to print off the vacancy notices, again it was noted that when the jobboard system was in operation a special card printer was available in each site for this purpose.

Further concerns were raised in relation to the actual display materials provided, with sites reporting problems with the polydots, both in terms of them being ineffective for their purpose and also that they were extremely ‘fiddly’ and therefore time consuming to use.
Some staff also noted that the actual displays were not very practical or efficient to use; for example, some of the free-standing displays required staff to remove a front panel, attach the vacancy cards to the display and then replace the front panel. As this was felt to be too time consuming, the staff member had got round this problem by simply sticking the vacancy cards to the outside of the panel with the polydots:

‘it looks just as good and is a lot quicker’.

4.4.3 Maintaining the vacancy notices

A further demand on staff resources is the amount of time that has to be spent checking and updating the vacancy notices. Staff noted that there are often many amendments to be made to vacancy details, for example in changes to the number of hours or rate of pay. Also vacancies were being filled all the time and these needed to be regularly removed from the displays.

It was recognised that customers became frustrated if an advertised vacancy contained incorrect information or was still on display when it had been filled, and therefore the staff needed to be vigilant for this. Therefore, some sites checked the vacancy notices everyday and others three times a week, but one site was able to spare the resources to check its displays only on a weekly basis.

Again, it was commented that with the previous jobboard card system if the status of a vacancy changed it was a very simple process to reprint a new card. Also, with the old system any filled vacancies were automatically flagged, whereas with the new displays the staff are responsible for checking this. One site was especially concerned about ‘mystery shoppers’ who may notice if a vacancy displayed in the window was out of date, which would then reflect badly on the office.

4.4.4 Staff resources

In terms of the staff resource required to create and maintain the displays, this was largely dependant on both the type of system being used and the number of vacancies being displayed. Specifically, this ranged from a couple of hours a week in the smaller sites with fewer displayed vacancies, up to one and a half staff days per week in the largest site with more vacancy notices.

In addition, there was also a demand on the VSM’s time both in terms of selecting the vacancies to be displayed and, in some instances, checking that the vacancy information displayed was accurate. At one site it was reported that this may take up to an hour a day of the VSM’s time.

All of the sites visited reported that they have been able to absorb this additional workload within the current staffing capacity. However, at one site the VSM noted that as a result of the window displays, staff were being taken away from their core work of liaising with employers to carry out a task which had at present no proven benefits.
4.4.5 Dealing with enquiries

Each of the sites visited employs a slightly different method for instructing customers as to how to proceed with a window displayed vacancy enquiry. This seemed to be intentional as it allowed the site greater flexibility in dealing with any additional enquiries that the window displays generated.

Two of the sites operated a similar system whereby customers are instructed to call Jobseeker Direct, thus negating the need for them to contact staff within the site. The Business Manager at one of these sites stated the reasoning for this was that the job entry points system (used for setting targets for job entries) is geared to support the hardest to help – for example lone parents and the long-term unemployed; since some of those looking at the window displays are in work, students or are unemployed non-claimants, time spent on job submissions for these customers would not be the most productive in terms of hitting targets.

In contrast, the Ilfracombe site actively invites customers to come inside and ask about vacancies. The staff here like to encourage customers through the doors:

‘...it’s all about getting people in here. Once they’re here we are confident we can do a good job and provide them with the information and assistance they need’.

One site is deliberately quite ambiguous in its instruction, stating simply that customers should ask for the reference number of the vacancy (the Jobseeker Direct number does not appear on the card). The reasoning here is that this would encourage people into the office and the floorwalkers would then assist the customer with their enquiry; depending on their characteristics the customer would then be directed either to the most appropriate staff member or to the warm phones.

Again, all of the sites appear to have managed to absorb the demands of the additional office traffic within their existing resources. One site estimated that its floorwalkers only spent about a five per cent or less of their time dealing with queries generated by customers using the displays. On the other hand, advisers at another site reported that up to 20% of their customer enquiries may be as a result of the window displays.

4.5 Impact of the window displays on customers

Anecdotal evidence suggests that the displays are useful in attracting people to stop and look at vacancies. Some offices believe that there has been some improvement in the numbers and profile of visitors to the site, whereas other sites report no noticeable difference.

Staff reported that feedback from customers suggests that they generally like the window displays and some prefer them to Jobpoints, especially older customer and those with limited IT skills. Another benefit of the displays is that customers can obtain immediate information on what is available.
The most common query provoked by jobs advertised in the window displays was the identity of the employer and how to contact them. However, as the window displayed vacancies cannot easily be identified on the Jobpoints, this limits the customer’s ability to obtain any additional information of this type themselves and adds to the number of enquiries made to staff.

It was noted by one site that the displays were particularly helpful in enabling some visitors to have a pretext for entering the office and in providing them with an initial issue which they could use to work towards obtaining the advice and assistance they were looking for.

It was felt generally that the existence of the window displays had increased customer satisfaction because people do like the option of seeing printed information on a display where there are a range of jobs. An important consideration here was that they would seek information about jobs which they might not otherwise have considered if they had only consulted the Jobpoints, where the range of jobs displayed would be restricted by the search criteria entered by the client’.

It was reported that customers are accessing vacancy information outside normal office hours, with staff recording people using the window displays at the weekends and in the evenings. It was also noted that members of the public look at the displays but do not always come into the sites, this makes them more aware of what is on offer and may make them more likely to use Jobcentre Plus in the future.

4.6 Impact of the window displays on employers

As yet little feedback has been received from employers, although where this has occurred it has been reasonably positive. In relation to services to employers, staff saw the main advantage of the displays as being an additional option to offer those employers who are keen to push their vacancies:

‘...it’s a good selling point for us...also it shows employers we are being proactive in promoting their vacancy.’

The establishment of Employer Direct had reduced some of the contact with the employers which took place previously. However, it was argued that the existence of the vacancy displays can create some new contacts with employers since it is a way of promoting job opportunities and publicising vacancies.

An important example of this occurred at one site when a number of recruitment agencies from a nearby town wanted to recruit locally and they were given the opportunity to set up a desk in the Jobcentre Plus office and have their presence advertised on the boards. This led to a steady stream of customers and a number of people being placed in jobs through these agency representatives.
4.7 Impact of the window displays on performance

Overall, it was the view of staff that the existence of the display boards has led to some increase in business in the offices but this has been within its existing capacity and has not led to any problems. Indeed in Ilfracombe it was argued that the use of the boards had improved efficiency (since the number of clients has increased with the same level of staff resources and only some small expenditure on the boards themselves) and staff performance, and in the case of some of the staff, there had been an increase in job satisfaction in terms of being able to provide a better service to clients.

The impact on Jobseeker Direct in terms of an effect on the number of phone calls is difficult to estimate, with some sites reporting an increase whilst others perceived no change.

From discussions with staff it is evident that there is no system in place to measure any impacts on performance in terms of submissions and job entries, so the sites were unable to provide any definite information in this respect. However, staff at most sites reported from their observations that they had not noticed any real impact on performance as a result of the window displays. For example, one site reported that there had been no perceptible difference in submissions and job entries since the introduction of the displays, and that in the two or three months they had been there they had only generated half a dozen or so inquiries.

One Business Manager noted:

‘…the window display does not bring in the people I need for business objectives, such as lone parents. They should be attracting the people who need our help.’

In contrast, at another site the Business Manager felt that the vacancy displays had played a big part in his site achieving its targets well before the end of the specified time period. Likewise the VSM and Floor Manager at this site also felt that, from anecdotal evidence alone, window displayed vacancies did receive more interest and that the number of jobs being provided for customers had increased.

4.8 Views on the plasma screen option

Views of managers at regional and district level on the plasma screen option differed somewhat and were clearly coloured to some degree by the problems that had been experienced and which had resulted in the very limited time for which the screen had been operational in Swindon. There was some agreement as to its potential value in providing customers with general information rather than specific vacancies in a visually interesting and exciting way. Thus, it could be used to provide information on special events, key messages and developments, and the types of vacancies available in the area. Window displays with specific vacancies and Jobpoints would provide more detailed information on specific vacancies.
However, there were concerns about the practicalities. The experience in Swindon had demonstrated the security issues and the need for time and resources to develop adequate hardware and software solutions. In particular, some concerns were expressed about the resource implications.

4.9 Conclusions

Overall, most staff considered window displays to be an excellent idea in principle which should be carried forward in some format:

‘If we are to keep employers happy then we should promote employment in any way that works’

‘We should maximise all avenues and possibilities open to the organisation and windows are a key part of that’.

However, it was argued by many staff that offices need to be adequately resourced to maintain the displays at the required standards. This includes staff time and appropriate IT equipment to print vacancy cards direct from LMS:

‘Everyone is totally committed to the principle but the staff need to have the resources to deliver it’.

There was general agreement that a corporate image was important to ensure a professional image (with no scruffy hand-written displays), but staff queried whether a uniform approach was required. It was argued that customers might be more likely to notice the displays if they were more varied and tailored to the local employment market or a specific sector. At present, there was perceived to be little scope for staff to use their local knowledge or to be creative.

Many staff saw the large amount of ‘passing traffic’ as potential custom but also saw their ‘high street’ location as a major opportunity to promote the wider organisation. This resulted in a tension between two perspectives: should the aim on window displays be to fill individual vacancies or to promote the work of the organisation as a whole?

On the one hand, this raises an issue about the balance in window displays between vacancies and other information, for example, on wider services or ‘good news stories’. On the other hand, it engenders a debate about the types of vacancies that should be displayed. Should they be broadly representative of all vacancies submitted? Should they be popular and ‘easy to fill’ vacancies so as to promote a positive image to passers by who can see for themselves that the jobs on offer are realistic and useful? Should they be ‘hard-to-fill’ vacancies in order to display them to a wider market? Should they be ‘better’ vacancies in order to bring the image of Jobcentre Plus more ‘upmarket’.
In the view of many staff, individual offices should be given the discretion to decide which vacancies they wish to display, but within the context of corporate guidance and a local strategy. As regards the criteria for determining which vacancies are included, the evidence suggests that in most offices front line staff are making these decisions without a clear policy framework. It was suggested that more guidance is needed from district offices on how to prioritise.

4.10 Some suggestions and recommendations

Based on discussions with staff, we can summarise some of the main suggestions and recommendations for change that emerged:

- Before rolling out the system nationally, carefully assess the resource implications in terms of staff time and opportunity costs, and IT equipment.

- Involve local offices from the start. Some sites are more suitable than others and care should be taken to ensure that the right display type goes into a site. Pre-planning is crucial to implementation.

- Know the local market and what it wants. Make sure the jobs displayed are the ones that appeal most to the customers.

- Make sure that the systems and procedures used are as simple and straightforward as possible, this will cut down on the amount of time it takes to maintain the displays and ensure it does not become too much of a burden for staff.

- Don’t make do with second best materials; displays need to be attractive. Allow the offices some local autonomy in choosing materials and displays that are relevant to their customers.

- Resolve the IT issue. Make sure that the systems are compatible and it is simple to transfer information from LMS onto the vacancy templates:

  ‘…there has to be a simple IT solution to be able to format and print the cards’.

- Ensure that the material on the display boards is kept up-to-date.

- Ensure that more than one person is responsible for keeping the information up-to-date and if possible make it part of their existing job. The ‘whole office’ approach adopted by the Ilfracombe site, whereby all the staff take responsibility for this, seemed to work effectively.

- Ensure good teamwork, for example, if one member has checked the boards to make sure that they are up-to-date they should inform others so that the task will not be duplicated.

- Use window displays to tie in with the other methods of information provision being employed and ensure they are complementary.
• Displays should be attractive and relevant. Themed displays could be used appropriate to each area (e.g. some are concentrating on lone parents, seasonal recruitment).

• Light the window display system on a night to enable passers by to view them more easily out of office hours.
5 Summary and conclusions

5.1 Awareness of window displays

Most survey respondents in the four pilot sites excluding Swindon and most focus group participants had found out about window displays by seeing them when they had visited an office.

Less than half (47 per cent) of the employers surveyed were aware that vacancies were being displayed in office windows and only one-fifth were aware that their recent vacancy had been displayed. Most employers (74 per cent), and especially smaller employers, did not wish to be notified of the intention to display their vacancies.

5.2 Appearance and content

Most customers who had seen window displays had found them easy to read; some, especially those with poorer eyesight, preferred the larger A4 adverts, but most preferred the smaller A6 adverts because they allowed more jobs to be displayed.

Opinions were divided on the attractiveness of the existing style. Some thought the bright green background made the adverts stand out well, whereas others thought that some variation in style and colour would help draw attention to the displays.

Two-thirds of survey respondents thought that the right kinds of vacancies were being displayed but some wanted more variety.

Some 71 per cent of survey respondents felt that the adverts had provided all the information they needed. Amongst the survey respondents and focus group participants who wanted to see more information, the main perceived needs were better information on the vacancy (especially exact level of pay) and on the employer (name, location, phone number). Some argued that this would remove the need for them to call into the office.

Most survey respondents (70 per cent) thought that additional information (over and above job vacancies) should not be displayed in windows but some (and some
focus group participants) felt that information on benefits, tax credits and training opportunities would be valuable.

5.3 Use of window displays

Nearly half (42 per cent) of survey respondents had used window displays to look for vacancies more than ten times. A similar proportion had used them outside office hours and focus group participants identified this as a significant benefit.

40 per cent of survey respondents had found a vacancy of interest; most of these (85 per cent) had approached a front-line adviser; 11 per cent had phoned Jobseeker Direct. Amongst focus group participants views were divided; some preferred to use an adviser because they obtained more information whereas others preferred an independent approach avoiding going into the office.

Of the survey respondents who had applied for vacancies, 70 per cent had applied direct to the employer; 43 per cent had applied through Jobcentre Plus staff.

5.4 Jobsearch behaviour

Amongst survey respondents, the most preferred Jobcentre Plus method of jobsearch (indicated by 51 per cent) was the Jobpoint; window displays were ranked second (preferred by 16 per cent in areas excluding Swindon) and advisory staff third (preferred by 11 per cent). Focus group discussions also reflected the preference for Jobpoints, but with window displays being seen as a useful addition.

The main reasons for the preference for Jobpoints related to ease of use, the comprehensiveness and range of information, and the fact that they let people search at their own pace. Window displays were preferred for ease and speed of use and access to relevant information, especially outside office hours, and were liked by those who did not like using the Jobpoints or having to enter the office.

Amongst survey respondents (including Swindon customers), the most common non-Jobcentre Plus methods of jobsearch used were local newspapers (92 per cent) and ‘word of mouth’ (63 per cent). Just under half (45 per cent) thought that Jobcentre Plus was better than other methods; 39 per cent thought it was ‘about the same’ and only ten per cent worse.

Amongst the employers surveyed, over two-thirds (68 per cent) submitted all their external vacancies to Jobcentre Plus; the main additional methods used were local newspaper, recruitment agencies, shop windows and ‘word of mouth’. Half rated Jobcentre Plus ‘about the same’ as other methods, with a broadly even split between those rating it better or worse.

5.5 Effects of window displays

A majority of those survey respondents who had used window displays (between 53 and 70 per cent) reported that the window displays had made no difference to
various aspects of jobsearch behaviour, but a significant minority (between 28 and 44 per cent) reported an increase, with very few reporting a decrease. The largest reported increases were in the types of jobs looked at (by 44 per cent) and the amount of time spent looking for jobs (by 40 per cent).

Similarly, a majority (between 73 and 78 per cent) reported no difference in their use of other Jobcentre Plus methods of jobsearch but more reported an increase (between 14 and 21 per cent) than reported a decrease (between six and ten per cent). The largest reported increases were in the use of Jobseeker Direct (by 21 per cent) and frontline advisers (by 18 per cent).

Of those interviewed outside offices, about one-third (11 out of 32) indicated that they had not previously (over the past year) used Jobcentre Plus when looking for jobs, and nearly half (15 out of 32) reported that the introduction of window displays would make them more likely to use Jobcentre Plus.

Overall, respondents provided positive assessments of window displays:

- Some two-thirds (65 per cent) felt that their introduction had made the Jobcentre Plus sites look more professional.

- In terms of effects on confidence in finding a job and satisfaction with Jobcentre Plus, whilst a majority felt that it had made no difference, significant proportions reported that the introduction of window displays had resulted in an increase in their confidence in finding a job (31 per cent) and an increase in their satisfaction with Jobcentre Plus (45 per cent).

- Taking everything into account, 90 per cent of respondents considered that the introduction of window displays had been ‘a good idea’.

Amongst employers surveyed, nearly two-thirds (62 per cent) reported that the introduction of window displays would make no difference to their likelihood of submitting vacancies to Jobcentre Plus, but over one-third (36 per cent) said it would make them more likely to use the service.

Two-thirds of employers had not noticed any difference in the number of applications, but one-fifth (21 per cent) had noticed an increase, with very few discerning a decrease. 82 per cent had not noticed any difference in the type of applicants.

Overall, employers were positive about the introduction of window displays, with 88 per cent reporting that it was a ‘good idea’.

5.6 Customers’ preferences for type of display

When presented with various options for window displays, the focus group participants displayed a wide range of views, but overall they preferred on-window displays, because they were easier to read with less reflection, and A6-sized adverts, because they allowed more jobs to be displayed.
However, some focus group participants preferred A4 sized adverts because they had difficulty reading smaller type and some suggested an intermediate size (A5) as a compromise between readability, the amount of information and number of jobs displayed.

The views of customers surveyed in Swindon differed somewhat from those of the focus group participants in that they indicated quite a strong preference for the plasma screen option, followed by the free-standing A4 and on-window A6 displays. In the focus groups, views on the plasma screen varied; many considered it to be eye-catching and professional-looking, with a dynamic display but some had concerns about its practicality in relation to the specific purpose of displaying job vacancies.

5.7 Views of staff

Some staff interviewed felt that the window displays were introduced with insufficient planning and preparation. Most staff felt that more advance information and consultation would have been beneficial, helping to generate more local ownership of the pilots.

Although a corporate approach and image is recognised as important, it was widely felt that the displays could have been more dynamic and eye-catching, with more local discretion allowed to vary and tailor displays to reflect local circumstances and developments.

Generally, there was a lack of formal policies to guide the selection of vacancies to be displayed. There was a tendency to display a range of the newest vacancies, with some attention being given to displaying vacancies considered particularly attractive. Staff reported that they try to accommodate employer requests but noted that it was important to avoid displays being dominated by particular employers.

In most sites, difficulties had been experienced with the process of producing display cards, particularly due to an inability to download the information from LMS to print vacancy cards. The process of producing cards clerically was seen as time consuming and wasteful of staff resources.

Also, some difficulties had been experienced with the display boards and stands due to ‘fiddly’ processes and means of fixing display cards. It was reported that the process of maintaining the displays up-to-date required considerable staff resource since regular checking was required. However, in most cases it was reported that this additional work had been accommodated within existing staff capacity.

Offices employed varying methods for dealing with vacancy enquiries. Some directed customers to Jobseeker Direct to preserve staff resources for ‘hardest-to-help’ groups, whereas others encouraged customers to enquire of staff to maximise the numbers visiting the office.
Anecdotal feedback suggests that the display boards have resulted in increased customer visits to some offices and may have attracted more non-claimants. They were seen as beneficial to customers, especially those resistant to the use of IT, adding an additional jobsearch option and in some cases facilitating consideration of a wider pool of jobs than would be accessed through Jobpoints.

Staff reported that there had been limited but generally positive feedback from employers who saw the displays as a useful additional option which, in some cases, had helped to improve contact with local employers.

Overall, staff could discern no significant impact on performance in terms of submissions and job outcomes and, although some offices reported possible increases in customer visits, some concerns were expressed that the additional customers were not in the priority groups that attracted high job entry points scores.

It is notable that the most positive view on impact was expressed in the Ilfracombe office where there are also indications of improved staff satisfaction. This is the office which had the greatest degree of local input to, and ownership of, the piloted system.

Managers presented mixed views about the plasma screen option. Whilst it was seen as potentially valuable as a visually interesting way of presenting general information about types of vacancies available (and other developments and events) as a useful adjunct to specific vacancy displays and Jobpoints, there were concerns about the practical and resource implications of pursuing this option.

### 5.8 Conclusions

Window displays are seen as a very positive development for Jobcentre Plus by customers, employers and staff. Their use across Jobcentre Plus offices should enhance the service provided to customers and employers, making use of a marketing resource that is currently under-utilised.

Customers’ views on display options were mixed, especially in relation to the plasma screen. This was widely seen as eye-catching and professional-looking and was preferred, especially by customers in Swindon. However, in the focus groups across the other four pilot areas, the preferred option overall from customers’ point of view was the on-window display with A6 vacancy cards, which was seen as providing the best compromise between the key criteria of readability, amount of information and number of jobs displayed.

Local offices need to ensure that an appropriate range of vacancies is displayed and that adequate information is provided on vacancy cards to allow people to apply independently to employers if they so wish.

Attention needs to be given to the needs of those with impaired vision and mobility to ensure that they are not disadvantaged in gaining access to the information on window displays.
Attention needs to be given to ensuring that local offices have access to adequate IT resources to produce high quality printed vacancy cards and adequate staff resources to maintain the displays up-to-date.

A balance needs to be struck between, on the one hand, the requirements of corporate standardisation and consistency and, on the other hand, the promotion of local ownership, creativity and innovation to allow tailoring of displays to local circumstances.
Appendix A
Information on pilot sites

This Annex provides further information on the Jobcentre Plus offices in the South West Region selected to participate in the pilot programme and the display options used in each office. It also indicates the nature of the research undertaken at each site for the evaluation.

The ten pilot sites are set out in Table A.1, which shows the office type and size and the specific window display option that was adopted in each office. All the sites except Swindon were included in the customer and employer telephone surveys; Swindon was excluded because of the problems experienced with the plasma screen display which meant that it was operational for only a short period of time.

Five sites were selected for fieldwork visits to undertake in-depth research. These visits consisted of quantitative interviews with customers both inside and outside the sites, a focus group with customers plus a series of in-depth interviews with key staff at each site. The five sites were selected to ensure that a mix of the display type being used, different office types (ie integrated/non integrated) and office sizes were included in the research. The sites chosen were Bournemouth, Ilfracombe, Paignton, Swindon and Yeovil.

We provide below more detailed descriptions of the five sites and information relating to the types of displays installed.

**Bournemouth** is a medium-sized legacy Jobcentre with approximately 25 staff and a register of 550 JSA customers. Situated within the town centre, the site enjoys a lot of ‘passing trade’ and at the time of the fieldwork visit, had in place two freestanding window display units containing A6 vacancy adverts, plus two further free standing window displays showing general Jobcentre Plus information. In addition, inside the site there were four freestanding displays showing A4 vacancy adverts, two freestanding units displaying general Jobcentre Plus notices as well as three wall mounted displays showing A4 vacancy notices. The majority of the window displayed vacancy adverts at this site instructed customers to contact Jobseeker Direct if they wished to apply for the post.
Ilfracombe is a small integrated Jobcentre Plus site with approximately 11 staff and a register of 300 JSA customers. Situated just within the town centre, this site also has a relatively high amount of passing trade. The Ilfracombe site is unique within the pilot as it is the only site which continues to use its own displays and has not been refitted with Lewis and Hickey designed installations and display materials. At the time of the fieldwork visit the site had in place a three sided ‘pagoda’ unit showing a mix of A4 vacancy adverts, benefits information, local information and advertisements for CV typing services, Connexions etc. Also, there were two freestanding window display units which consisted of an A1 sized poster above four A4 perspex holders containing vacancy notices. In addition, within the site, there was a further display board for ‘Urgent Vacancies’ which held A4 vacancy notices. The window displayed vacancy adverts and instructed customers to come into the office to enquire about the vacancy.

Paignton is a medium-sized integrated Jobcentre Plus site employing around 21 staff and with a register of approximately 600 JSA customers. The pilot displays are contained in two large windows at the front of the site; however, as the windows are set back from the road it was felt that passers-by would need to make a special detour to view the displays and that only the largest posters are clearly visible and readable from the pavement. At the time of the fieldwork visit there were three A1 ‘On Window’ displays, two containing A6 vacancy adverts and the other holding A4 vacancy notices. In addition, two further free-standing window displays showed A4 vacancy notices and finally there was an A1 poster showing Easter and bank holiday opening hours.

The window displayed vacancy adverts and instructed customers to ask for a vacancy number, but had no specific instructions as to who to contact.

Swindon is a large legacy Jobcentre with a register in excess of 3,000 JSA customers. Situated within the town centre the site is very busy and has a great deal of foot traffic both through and past the site. Swindon was the site chosen to house the plasma screen to display electronic vacancy information. However, due to ongoing problems with software and the theft of the hardware used to run the system, at the time of the main fieldwork element it was not possible to include the Swindon site in the quantitative customer interviews nor in the focus group study, but an interview with the Business Manager at the site was conducted. The site was revisited on Friday, 25 June 2004 and a number of face-to-face customer interviews were carried out. However, since the plasma screen had been restored to the window only on the day before the visit, the information obtained related solely to customers’ views on the system rather than their use of the system.
Yeovil is a medium-sized legacy Jobcentre with approximately 25 staff and a register of 750 JSA customers. At the time of the fieldwork visit there were three A1 ‘On Window’ displays containing A6 vacancy adverts and two eyebrow poster display units. However, as the majority of customers entering the Yeovil site bypassed the windows where the vacancies were displayed, and as there were no internal vacancy display boards, very few customers actually saw or used the window displays. The majority of the window displayed vacancy adverts at this site instructed customers to contact Jobseeker Direct if they wished to apply for the post.
<table>
<thead>
<tr>
<th>Site</th>
<th>Office type</th>
<th>JSA register size</th>
<th>Office size</th>
<th>System</th>
<th>Displaying</th>
<th>Research undertaken</th>
<th>Staff interviews</th>
<th>Face-to-face customer interviews</th>
<th>Focus group</th>
<th>Telephone employer interviews</th>
<th>Telephone customer interviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bournemouth</td>
<td>Jobcentre</td>
<td>553</td>
<td>Small/Medium</td>
<td>Seven Free Standing Displays and three Wall Mounted Internal Units</td>
<td>Mix of vacancies and campaign posters</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Burnham on Sea</td>
<td>Jobcentre</td>
<td>150</td>
<td>Small</td>
<td>Five Eyebrow and three Free Standing Units</td>
<td>Mix of vacancies and campaign posters</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Chard</td>
<td>Jobcentre</td>
<td>200</td>
<td>Small</td>
<td>Five Eyebrow and three Wall Mounted Internal Units</td>
<td>Mix of vacancies and campaign posters</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Chippenham</td>
<td>Jobcentre</td>
<td>470</td>
<td>Small</td>
<td>Originally supplied with Plastic Newsagent Pockets. The site was not happy with this option and was refitted with suspended displays</td>
<td>Mix of vacancies and campaign posters</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Ilfracombe</td>
<td>Jobcentre</td>
<td>300</td>
<td>Small</td>
<td>Continuing to use Display Materials</td>
<td>Mix of vacancies and campaign posters</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Paignton</td>
<td>Jobcentre</td>
<td>600</td>
<td>Small/Medium</td>
<td>Two Eyebrow Units and three Full A1 Vinyl for A6 Vacancy Cards</td>
<td>Mix of vacancies and campaign posters</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Swindon</td>
<td>Jobcentre</td>
<td>3,000</td>
<td>Large</td>
<td>Plasma Screen</td>
<td>General information (not individual vacancies)</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Weston Super Mare</td>
<td>Jobcentre</td>
<td>700 (Approx)</td>
<td>Small/Medium</td>
<td>Four Eyebrow units</td>
<td>Mix of vacancies and campaign posters</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Yate</td>
<td>Jobcentre</td>
<td>300 (Approx)</td>
<td>Small</td>
<td>Eight Free Standing Window Units</td>
<td>Mix of vacancies and campaign posters</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Yeovil</td>
<td>Jobcentre</td>
<td>750</td>
<td>Small/Medium</td>
<td>Three Plastic Newsagent Holders (A6) and two Modified Eyebrow Units</td>
<td>Mix of vacancies and campaign posters</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>
Appendix B
Research institute
Window Displays Proforma Telephone
Survey Questionnaire 2004

Introduction

Hello, my name is XXXX, and I am calling from the Policy Research Institute at Leeds Metropolitan University. We have been asked by Jobcentre Plus to carry out a survey about the new window displays that have recently been installed at your local Jobcentre. If you remember, you completed a form in the Jobcentre giving us permission to contact you for this purpose. Do you recall completing it?

(If no, briefly describe the content of the proforma)

Would you be willing to answer a few questions about the window displays? It will only take around 5 to 10 minutes to complete the survey. Everything you say will be treated in the strictest confidence and no one can identify you from the results.

Say as necessary - all replies are completely confidential and cannot be linked to individuals. Results are given to Jobcentre Plus as statistics only and the study cannot affect any benefits you may be claiming.

Use of Window Displays

1 When did you first become aware that your local Jobcentre / Jobcentre Plus site had started to display job vacancies in their windows?

**DO NOT PROMPT, CODE ONE ONLY**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>TODAY</td>
</tr>
<tr>
<td>2</td>
<td>WITHIN THE PAST WEEK</td>
</tr>
<tr>
<td>3</td>
<td>WITHIN THE PAST MONTH</td>
</tr>
<tr>
<td>4</td>
<td>WITHIN THE PAST THREE MONTHS</td>
</tr>
<tr>
<td>5</td>
<td>LONGER THAN THREE MONTHS AGO</td>
</tr>
<tr>
<td>6</td>
<td>DON’T KNOW / CAN’T REMEMBER</td>
</tr>
</tbody>
</table>
2. How did you find out that the Jobcentre / Jobcentre Plus site had started to display job vacancies in their windows?

**DO NOT PROMPT, CODE ONE ONLY**

1. JUST SAW THEM WHEN I WAS VISITING THE SITE
2. RECEIVED INFORMATION IN ADVANCE FROM JOBCENTRE PLUS
3. SAW A NOTICE ABOUT THEM IN THE JOBCENTRE / JOBCENTRE PLUS
4. TOLD ABOUT THEM BY A MEMBER OF STAFF
5. TOLD ABOUT THEM BY A FRIEND/FAMILY MEMBER ETC
6. OTHER *(PLEASE SPECIFY)*
7. DON’T KNOW / CAN’T REMEMBER

3. How many times have you used the window displays to look for vacancies?

**DO NOT PROMPT, CODE ONE ONLY**

1. ONCE
2. TWO TO FIVE TIMES
3. SIX TO TEN TIMES
4. MORE THAN TEN TIMES
5. DON’T KNOW / CAN’T REMEMBER

4. Have you ever used the window displays to look for vacancies outside of the normal Jobcentre Plus office opening hours? (ie NOT on a Monday to Friday 9.00 am to 5.00 pm)

**DO NOT PROMPT, CODE ONE ONLY**

1. YES
2. NO
3. DON’T KNOW / CAN’T REMEMBER

5. Do the vacancy notices contain all the information you need when selecting a job?

**DO NOT PROMPT, CODE ONE ONLY**

1. YES *(GO TO QUESTION 6B)*
2. NO *(GO TO QUESTION 6)*
3. DON’T KNOW / CAN’T REMEMBER *(GO TO QUESTION 6B)*

6. If no, what other information would you like to see included?

**PROBE FOR TYPE OF INFORMATION**

..................................................................................................................
..................................................................................................................
On the proforma you filled out, it stated that you were interested in a vacancy for a (read out job title(s) from proforma), do you remember that (those) vacancy (ies)?

**DO NOT PROMPT, CODE ONE ONLY**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td>GO TO QUESTION 8</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td>IF NO OR DON’T KNOW, PROMPT WITH AS MUCH INFO FROM THE PROFORMA AS POSSIBLE. IF RESPONDENT STILL DOES NOT REMEMBER GO TO QUESTION 7</td>
</tr>
<tr>
<td>3</td>
<td>DON’T KNOW</td>
<td></td>
</tr>
</tbody>
</table>

Have you ever found a vacancy (any vacancies) on the displays that you were interested in pursuing?

(***Input as q8***)

**DO NOT PROMPT, CODE ONE ONLY**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td>GO TO QUESTION 8</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td>GO TO QUESTION 12</td>
</tr>
<tr>
<td>3</td>
<td>DON’T KNOW / CAN’T REMEMBER</td>
<td>GO TO QUESTION 12</td>
</tr>
</tbody>
</table>

Were you aware of the procedure to follow when you found that (those) vacancy (ies) on the window displays?

(***Input as q7***)

**DO NOT PROMPT, CODE ONE ONLY**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>DON’T KNOW</td>
<td></td>
</tr>
</tbody>
</table>

How did you proceed with your enquiry about the vacancy (vacancies)?

PROBE FOR INFORMATION AND CODE ALL THAT APPLY

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I ASKED A FRONTLINE STAFF MEMBER / ADVISER</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>I ASKED ANOTHER JOBCENTRE PLUS STAFF MEMBER</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>I LOOKED ON JOBPOINTS</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>I RANG JOBSEEKER DIRECT</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>OTHER (PLEASE SPECIFY)</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>DID NOT / DECIDED NOT TO PROCEED</td>
<td>GO TO QUESTION 12</td>
</tr>
<tr>
<td>7</td>
<td>DON’T KNOW / CAN’T REMEMBER</td>
<td></td>
</tr>
</tbody>
</table>

Did you go on to apply for the vacancy (any of the vacancies) that you had seen displayed in the windows?

**DO NOT PROMPT, CODE ONE ONLY**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td>GO TO QUESTION 11</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td>GO TO QUESTION 12</td>
</tr>
<tr>
<td>3</td>
<td>DON’T KNOW / CAN’T REMEMBER</td>
<td>GO TO QUESTION 12</td>
</tr>
</tbody>
</table>
11 How did you apply?

**CODE ALL THAT APPLY**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>THROUGH FRONTLINE STAFF OR AN ADVISER</td>
</tr>
<tr>
<td>2</td>
<td>THROUGH JOBCENTRE PLUS PHONE TO JOBSEEKER DIRECT</td>
</tr>
<tr>
<td>3</td>
<td>DIRECT TO EMPLOYER THROUGH JOBPOINT/JOBCENTRE PLUS PHONE</td>
</tr>
<tr>
<td>4</td>
<td>DIRECT TO EMPLOYER THROUGH NON-JOBCENTRE PLUS PHONE</td>
</tr>
<tr>
<td>5</td>
<td>OTHER <em>(PLEASE SPECIFY)</em></td>
</tr>
<tr>
<td>6</td>
<td>DON’T KNOW / CAN’T REMEMBER</td>
</tr>
</tbody>
</table>

**Jobsearch Behaviour**

***** If the respondent has only used the window displays to look for vacancies once (see Q3), go to Question 14 *****

12 Has the introduction of the window displays increased, decreased, or made no difference to the following…?

**READ OUT EACH AND CODE ONE OPTION PER ROW**

<table>
<thead>
<tr>
<th></th>
<th>Increased</th>
<th>Made no difference</th>
<th>Decreased</th>
<th>Don’t Know</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>THE AMOUNT OF TIME YOU SPEND LOOKING FOR JOBS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>THE NUMBER OF VACANCIES YOU CONSIDER</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>THE TYPE OF JOBS YOU LOOK AT</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>THE NUMBER OF APPLICATIONS YOU MAKE FOR JOBS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>YOUR CONFIDENCE IN FINDING A JOB</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>YOUR SATISFACTION WITH JOBCENTRE PLUS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

13 Since the introduction of the window displays do you attend your local Jobcentre / Jobcentre Plus site more or less often?

**DO NOT PROMPT, CODE ONE ONLY**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>MORE OFTEN</td>
</tr>
<tr>
<td>2</td>
<td>LESS OFTEN</td>
</tr>
<tr>
<td>3</td>
<td>NO CHANGE</td>
</tr>
<tr>
<td>4</td>
<td>DON’T KNOW / CAN’T REMEMBER</td>
</tr>
</tbody>
</table>

14 A) In addition to the window displays can you tell me which of the following Jobcentre Plus methods you use when looking for jobs, firstly…?
B) For each one used ask: Since the introduction of window displays do you now use this method more or less often or has there been no change?

READ OUT EACH OPTION - IF USED CODE COLUMN 1 AND THEN ASK PART B
CODE ONE OPTION ONLY FOR PART B

|   |   |   |   |   |
|---|---|---|---|
|   | USED | NOT USED | MORE OFTEN | LESS OFTEN | NO CHANGE | DON'T KNOW |
| 1 | JOBPOINTS | 1 | 2 | 1 | 2 | 3 | 4 |
| 2 | JOBCENTRE PLUS FRONTLINE ADVISERS | 1 | 2 | 1 | 2 | 3 | 4 |
| 3 | JOBCENTRE PLUS VACANCY BOOKS / LISTS / NEWSPAPERS | 1 | 2 | 1 | 2 | 3 | 4 |
| 4 | JOBSITE DIRECT | 1 | 2 | 1 | 2 | 3 | 4 |
| 5 | JOBCENTRE PLUS INTERNET JBANK | 1 | 2 | 1 | 2 | 3 | 4 |
| 6 | OTHER (PLEASE SPECIFY) | 1 | 2 | 1 | 2 | 3 | 4 |
| I |  |  |  |  |  |  |
| II |  |  |  |  |  |  |
| III |  |  |  |  |  |  |

15 Which Jobcentre Plus jobsearch method do you prefer?

DO NOT PROMPT, CODE ONE ONLY

|   |   |   |   |   |
|---|---|---|---|
|   | WINDOW DISPLAYS |   |   |   |
| 2 | JOBSITE |   |   |   |
| 3 | JOBCENTRE PLUS FRONTLINE ADVISERS |   |   |   |
| 4 | JOBCENTRE PLUS NEWSPAPERS / VACANCY BOOKS |   |   |   |
| 5 | JOBSITE DIRECT |   |   |   |
| 6 | JOBCENTRE PLUS INTERNET JBANK |   |   |   |
| 7 | OTHER (PLEASE SPECIFY) |   |   |   |
| 8 | DON'T KNOW / CAN'T DECIDE |   |   |   | GO TO QUESTION 17 |
16 Why do you prefer this method?

PROBE FOR INFORMATION

………………………………………………………………………………………………………………
………………………………………………………………………………………………………………
………………………………………………………………………………………………………………

17 Outside of Jobcentre Plus, what other sources of vacancy information do you use when looking for jobs?

PROMPT AND CODE ALL THAT APPLY

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>NEWSPAPERS</td>
</tr>
<tr>
<td>2</td>
<td>COMMERCIAL WEBSITES</td>
</tr>
<tr>
<td>3</td>
<td>EMPLOYMENT AGENCIES / RECRUITMENT CONSULTANTS</td>
</tr>
<tr>
<td>4</td>
<td>CAREERS SERVICE</td>
</tr>
<tr>
<td>5</td>
<td>WORD OF MOUTH</td>
</tr>
<tr>
<td>6</td>
<td>NOTICES IN SHOP WINDOWS ETC</td>
</tr>
<tr>
<td>7</td>
<td>SPECULATIVE ENQUIRIES DIRECTLY TO EMPLOYERS</td>
</tr>
<tr>
<td>8</td>
<td>OTHER (<em>PLEASE SPECIFY</em>)..................................................</td>
</tr>
<tr>
<td>9</td>
<td>NONE, ONLY USE JOBCENTRE PLUS <em>GO TO QUESTION 20</em></td>
</tr>
</tbody>
</table>

18 How would you rate Jobcentre Plus in comparison with other jobsearch methods you use, are they….?

DO NOT PROMPT, CODE ONE ONLY

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>BETTER</td>
</tr>
<tr>
<td>2</td>
<td>WORSE</td>
</tr>
<tr>
<td>3</td>
<td>ABOUT THE SAME</td>
</tr>
<tr>
<td>4</td>
<td>DON'T KNOW/ CAN'T SAY</td>
</tr>
</tbody>
</table>

19 Since the introduction of the window displays, do you now use other (non Jobcentre Plus) jobsearch methods more often or less often?

DO NOT PROMPT, CODE ONE ONLY

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>MORE OFTEN</td>
</tr>
<tr>
<td>2</td>
<td>LESS OFTEN</td>
</tr>
<tr>
<td>3</td>
<td>NO CHANGE</td>
</tr>
<tr>
<td>4</td>
<td>DON'T KNOW/ CAN'T SAY</td>
</tr>
<tr>
<td>5</td>
<td>NOT APPLICABLE – FIRST TIME USED</td>
</tr>
</tbody>
</table>
Content of the Displays

I’m now going to ask you a few questions about the actual layout of the window displays, first of all.....

20 Are the job notices easy to read?

**CODE ONE OPTION ONLY**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
</tr>
<tr>
<td>3</td>
<td>DON’T KNOW</td>
</tr>
</tbody>
</table>

21 Is the lettering the right size?

**CODE ONE OPTION ONLY**

<p>| | |</p>
<table>
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<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
</tr>
<tr>
<td>2</td>
<td>NO – NEEDS TO BE BIGGER</td>
</tr>
<tr>
<td>3</td>
<td>NO – NEEDS TO BE SMALLER</td>
</tr>
<tr>
<td>4</td>
<td>DON’T KNOW</td>
</tr>
</tbody>
</table>

22 Are the notices displayed at the right height?

**CODE ONE OPTION ONLY**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
</tr>
<tr>
<td>2</td>
<td>NO – NEED TO BE HIGHER</td>
</tr>
<tr>
<td>3</td>
<td>NO – NEED TO BE LOWER</td>
</tr>
<tr>
<td>4</td>
<td>DON’T KNOW</td>
</tr>
</tbody>
</table>

23 Question Deleted from this version of the questionnaire

24 Are the right sort of vacancies being displayed in the windows?

**CODE ONE OPTION ONLY**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
</tr>
<tr>
<td>3</td>
<td>DON’T KNOW / CAN’T REMEMBER</td>
</tr>
</tbody>
</table>

25 If no, what sort of vacancies should be displayed?

**PROBE FOR TYPE OF VACANCY**

...........................................................................................................................................................................
...........................................................................................................................................................................
...........................................................................................................................................................................
26 Have you noticed any other Jobcentre Plus information being displayed in the windows, eg benefit information etc?

**CODE ONE OPTION ONLY**

1 YES  
2 NO  
3 DON'T KNOW / CAN'T REMEMBER

27 Is there any other type of information that you think should be displayed in Jobcentre Plus windows?

**PROBE FOR TYPE OF INFORMATION**

………………………………………………………………………………………………………………

………………………………………………………………………………………………………………

………………………………………………………………………………………………………………

28 Do you think the window displays make the Jobcentre Plus sites look more professional or less professional?

**CODE ONE OPTION ONLY**

1 MORE PROFESSIONAL  
2 LESS PROFESSIONAL  
3 NEITHER MORE NOR LESS PROFESSIONAL  
4 DON'T KNOW

29 All things considered, do you think the introduction of the window displays is a ..?

**READ OUT OPTIONS AND CODE ONE ONLY**

1 GOOD IDEA  
2 BAD IDEA  
3 NOT BOTHERED ONE WAY OR THE OTHER  
4 DON'T KNOW *(GO TO QUESTION 31)*

30 Why do you say that?

**PROBE FOR INFORMATION**

………………………………………………………………………………………………………………

………………………………………………………………………………………………………………

………………………………………………………………………………………………………………

31 Do you have any other comments to make about the displays?

**PROBE FOR INFORMATION**

………………………………………………………………………………………………………………
Respondent Details
I’d now like to ask you a few details about yourself for classification purposes only.

32 Record Gender  **DO NOT ASK:**
1 MALE  2 FEMALE

33 Would you mind telling me to which of these age groups you belong?
**PROMPT WITH FOLLOWING OPTIONS IF NECESSARY AND CODE ONE ONLY**
1 16-18  2 19-24
3 25-34  4 35-49
5 50-59  6 60-64
7 65+  8 PREFER NOT TO SAY

34 Which of the following best describes your current circumstances, are you…?
**READ OUT OPTIONS AND CODE ONE ONLY**
1 REGISTERED UNEMPLOYED AND SIGNING ON
2 NOT REGISTERED UNEMPLOYED BUT CLAIMING BENEFIT
3 IN WORK – NOT CLAIMING BENEFITS
4 IN WORK (LESS THAN 16 HRS) – CLAIMING BENEFITS
5 ON A JOBCENTRE PLUS SCHEME
6 OTHER *(PLEASE SPECIFY)*

GO TO END

35 Which benefits do you currently receive?
**PROMPT AND CODE ALL THAT APPLY**
1 JOBSITEKERS ALLOWANCE (JSA)
2 INCOME SUPPORT (IS)
3 INCAPACITY BENEFIT (IB)
4 SEVERE DISABLEMENT ALLOWANCE
5 MATERNITY ALLOWANCE
6 BEREAVEMENT BENEFITS
7 INDUSTRIAL INJURIES DISABLEMENT BENEFIT
8 CARER’S ALLOWANCE
9 TAX CREDITS
10 TRAINING ALLOWANCE
11 DISABILITY LIVING ALLOWANCE (DLA)
12 HOUSING BENEFIT
13 COUNCIL TAX BENEFIT
14 OTHER *(PLEASE SPECIFY)*
15 NONE
16 DON’T KNOW / CAN’T REMEMBER
17 PREFER NOT TO SAY

_That’s the end of the survey, thank you for taking the time to let us know what you think of the displays._

Interviewer: ..........................................................  Date: ..............................................
Introduction

Hello, my name is XXXX, and I am from Leeds Metropolitan University. We are currently conducting a short survey on behalf of Jobcentre Plus to find what people think about the new window displays. Can I ask, have you used the new display system to look for jobs?

If NO – terminate interview.

If YES ask - Would you be willing to answer a few questions about the displays? It will only take around 5 to 10 minutes to complete the survey.

Say as necessary - all replies are completely confidential and cannot be linked to individuals. Results are given to Jobcentre Plus as statistics only and the study cannot affect any benefits you may be claiming.

Interviewer Name: ........................................................................................................

Jobcentre Plus Office: ...................................................................................................

Date of Interview: ...........................................................................................................

Duration of Interview: ...................................................................................................

<table>
<thead>
<tr>
<th>JobCentre Plus Location</th>
<th>ID</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOURNEMOUTH</td>
<td>01</td>
</tr>
<tr>
<td>ILFRACOMBE</td>
<td>02</td>
</tr>
<tr>
<td>PAIGNTON</td>
<td>03</td>
</tr>
<tr>
<td>SWINDON</td>
<td>04</td>
</tr>
<tr>
<td>YEOVIL</td>
<td>05</td>
</tr>
</tbody>
</table>
Use of Window Displays

1. When did you first become aware that this Jobcentre / Jobcentre Plus site had started to display job vacancies in their windows?

**DO NOT PROMPT, CODE ONE ONLY**

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>TODAY</td>
</tr>
<tr>
<td>2</td>
<td>WITHIN THE PAST WEEK</td>
</tr>
<tr>
<td>3</td>
<td>WITHIN THE PAST MONTH</td>
</tr>
<tr>
<td>4</td>
<td>WITHIN THE PAST THREE MONTHS</td>
</tr>
<tr>
<td>5</td>
<td>LONGER THAN THREE MONTHS AGO</td>
</tr>
<tr>
<td>6</td>
<td>DON'T KNOW / CAN'T REMEMBER</td>
</tr>
</tbody>
</table>

2. How did you find out this Jobcentre / Jobcentre Plus site had started to display job vacancies in their windows?

**DO NOT PROMPT, CODE ONE ONLY**

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>JUST SAW THEM WHEN I WAS VISITING THE SITE</td>
</tr>
<tr>
<td>2</td>
<td>RECEIVED INFORMATION IN ADVANCE FROM JOBCENTRE PLUS</td>
</tr>
<tr>
<td>3</td>
<td>SAW A NOTICE ABOUT THEM IN THE JOBCENTRE / JOBCENTRE PLUS</td>
</tr>
<tr>
<td>4</td>
<td>TOLD ABOUT THEM BY A MEMBER OF STAFF</td>
</tr>
<tr>
<td>5</td>
<td>TOLD ABOUT THEM BY A FRIEND/FAMILY MEMBER ETC</td>
</tr>
<tr>
<td>6</td>
<td>OTHER <em>(PLEASE SPECIFY)</em></td>
</tr>
<tr>
<td>7</td>
<td>DON'T KNOW / CAN'T REMEMBER</td>
</tr>
</tbody>
</table>

3. How many times have you used the window displays to look for vacancies?

**DO NOT PROMPT, CODE ONE ONLY**

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ONCE</td>
</tr>
<tr>
<td>2</td>
<td>TWO TO FIVE TIMES</td>
</tr>
<tr>
<td>3</td>
<td>SIX TO TEN TIMES</td>
</tr>
<tr>
<td>4</td>
<td>MORE THAN TEN TIMES</td>
</tr>
<tr>
<td>5</td>
<td>DON'T KNOW / CAN'T REMEMBER</td>
</tr>
</tbody>
</table>

4. Have you ever used the window displays to look for vacancies outside of the normal Jobcentre Plus office opening hours? (ie NOT on a Monday to Friday 9.00 am to 5.00 pm)

**DO NOT PROMPT, CODE ONE ONLY**

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
</tr>
<tr>
<td>3</td>
<td>DON'T KNOW / CAN'T REMEMBER</td>
</tr>
</tbody>
</table>
5  Do the vacancy notices contain all the information you need when selecting a job?

**DO NOT PROMPT, CODE ONE ONLY**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td><strong>GO TO QUESTION 7</strong></td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td><strong>GO TO QUESTION 6</strong></td>
</tr>
<tr>
<td>3</td>
<td>DON'T KNOW / CAN'T REMEMBER</td>
<td><strong>GO TO QUESTION 7</strong></td>
</tr>
</tbody>
</table>

6  If no, what other information would you like to see included?

**PROBE FOR TYPE OF INFORMATION**

……………………………………………………………………………………………………………
……………………………………………………………………………………………………………
……………………………………………………………………………………………………………

7  Are you aware of the procedure to follow if you find a vacancy on the window displays that you are interested in?

**DO NOT PROMPT, CODE ONE ONLY**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>DON'T KNOW</td>
<td></td>
</tr>
</tbody>
</table>

8  And have you ever found a vacancy (any vacancies) on the displays that you were interested in pursuing?

**DO NOT PROMPT, CODE ONE ONLY**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td><strong>GO TO QUESTION 9</strong></td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td><strong>GO TO QUESTION 12</strong></td>
</tr>
<tr>
<td>3</td>
<td>DON'T KNOW / CAN'T REMEMBER</td>
<td><strong>GO TO QUESTION 12</strong></td>
</tr>
</tbody>
</table>

9  How did you proceed with your enquiry about the vacancy (vacancies)?

**PROBE FOR INFORMATION AND CODE ALL THAT APPLY**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I ASKED A FRONTLINE STAFF MEMBER / ADVISER</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>I ASKED ANOTHER JOBCENTRE PLUS STAFF MEMBER</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>I LOOKED ON JOBPOINTS</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>I RANG JOBSEEKER DIRECT</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>OTHER <em>(PLEASE SPECIFY)</em></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>DID NOT / DECIDED NOT TO PROCEED</td>
<td><strong>GO TO QUESTION 12</strong></td>
</tr>
<tr>
<td>7</td>
<td>DON'T KNOW / CAN'T REMEMBER</td>
<td></td>
</tr>
</tbody>
</table>
10 Did you go on to apply for the vacancy (any of the vacancies) that you had seen displayed in the windows?

**DO NOT PROMPT, CODE ONE ONLY**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
</tr>
<tr>
<td>3</td>
<td>DON'T KNOW / CAN'T REMEMBER</td>
</tr>
</tbody>
</table>

11 How did you apply?

**CODE ALL THAT APPLY**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>THROUGH FRONTLINE STAFF OR AN ADVISER</td>
</tr>
<tr>
<td>2</td>
<td>THROUGH JOBCENTRE PLUS PHONE TO JOBSEEKER DIRECT</td>
</tr>
<tr>
<td>3</td>
<td>DIRECT TO EMPLOYER THROUGH JOBPOINT/JOBCENTRE PLUS PHONE</td>
</tr>
<tr>
<td>4</td>
<td>DIRECT TO EMPLOYER THROUGH NON-JOBCENTRE PLUS PHONE</td>
</tr>
<tr>
<td>5</td>
<td>OTHER <em>(PLEASE SPECIFY)</em> ……………………………………………………………………………………………………………………………………………………………………………………………</td>
</tr>
<tr>
<td>6</td>
<td>DON'T KNOW / CAN'T REMEMBER</td>
</tr>
</tbody>
</table>

**Jobsearch Behaviour**

**** *If the respondent has only used the window displays to look for vacancies once (see Q3), go to Question 14*****

12 Has the introduction of the window displays increased, decreased, or made no difference to the following…?

**READ OUT EACH AND CODE ONE OPTION PER ROW**

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>THE AMOUNT OF TIME YOU SPEND LOOKING FOR JOBS</td>
<td>Increased</td>
<td>Made no difference</td>
<td>Decreased</td>
<td>Don't Know</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>THE NUMBER OF VACANCIES YOU CONSIDER</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>THE TYPE OF JOBS YOU LOOK AT</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>THE NUMBER OF APPLICATIONS YOU MAKE FOR JOBS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>YOUR CONFIDENCE IN FINDING A JOB</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>YOUR SATISFACTION WITH JOBCENTRE PLUS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
13 Since the introduction of the window displays do you attend this Jobcentre Plus site more or less often?

**DO NOT PROMPT, CODE ONE ONLY**

<table>
<thead>
<tr>
<th></th>
<th>MORE OFTEN</th>
<th>LESS OFTEN</th>
<th>NO CHANGE</th>
<th>DON'T KNOW / CAN'T REMEMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

14 A) In addition to the window displays can you tell me which of the following Jobcentre Plus methods you use when looking for jobs, firstly?...

B) For each one used ask: Since the introduction of window displays do you now use this method more or less often or has there been no change?

**READ OUT EACH OPTION - IF USED CODE COLUMN 1 AND THEN ASK PART B**

**CODE ONE OPTION ONLY FOR PART B**

<table>
<thead>
<tr>
<th></th>
<th>A) USED</th>
<th>NOT USED</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>JOBPOINTS</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>JOBCENTRE PLUS FRONTLINE ADVISERS</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>JOBCENTRE PLUS VACANCY BOOKS / LIST / NEWSPAPERS</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>JOBSEEKER DIRECT</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>JOBCENTRE PLUS INTERNET JOB BANK</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>OTHER (PLEASE SPECIFY)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>I)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>II)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>III)</td>
<td></td>
</tr>
</tbody>
</table>

**B) IF USED, IS IT.....**

<table>
<thead>
<tr>
<th></th>
<th>MORE OFTEN</th>
<th>LESS OFTEN</th>
<th>NO CHANGE</th>
<th>DON'T KNOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
15 Which Jobcentre Plus jobsearch method do you prefer?

**DO NOT PROMPT, CODE ONE ONLY**

1 WINDOW DISPLAYS  
2 JOBPOINTS  
3 JOBCENTRE PLUS FRONTLINE ADVISERS  
4 JOBCENTRE PLUS NEWSPAPERS / VACANCY BOOKS  
5 JOBSEEKER DIRECT  
6 JOBCENTRE PLUS INTERNET JOBBANK  
7 **OTHER (PLEASE SPECIFY)**  
8 DON'T KNOW / CAN'T DECIDE  

GO TO QUESTION 17

16 Why do you prefer this method?

**PROBE FOR INFORMATION**

……………………………………………………………………………………………………………
……………………………………………………………………………………………………………
……………………………………………………………………………………………………………

17 Outside of Jobcentre Plus, what other sources of vacancy information do you use when looking for jobs?

**PROMPT AND CODE ALL THAT APPLY**

1 NEWSPAPERS  
2 COMMERCIAL WEBSITES  
3 EMPLOYMENT AGENCIES / RECRUITMENT CONSULTANTS  
4 CAREERS SERVICE  
5 WORD OF MOUTH  
6 NOTICES IN SHOP WINDOWS ETC  
7 SPECULATIVE ENQUIRIES DIRECTLY TO EMPLOYERS  
8 **OTHER (PLEASE SPECIFY)**  
9 NONE, ONLY USE JOBCENTRE PLUS  

GO TO QUESTION 20

18 How would you rate Jobcentre Plus in comparison with other jobsearch methods you use, are they….?

**DO NOT PROMPT, CODE ONE ONLY**

1 BETTER  
2 WORSE  
3 ABOUT THE SAME  
4 DON'T KNOW/ CAN'T SAY
19. Since the introduction of the window displays, do you now use other (non Jobcentre Plus) jobsearch methods more often or less often?

**DO NOT PROMPT, CODE ONE ONLY**

1. MORE OFTEN
2. LESS OFTEN
3. NO CHANGE
4. DON’T KNOW/ CAN’T SAY
5. NOT APPLICABLE – FIRST TIME USED

**Content of the Displays**

I'm now going to ask you a few questions about the actual layout of the window displays, first of all…..

20. Are the job notices easy to read?

**CODE ONE OPTION ONLY**

1. YES
2. NO
3. DON’T KNOW

21. Is the lettering the right size?

**CODE ONE OPTION ONLY**

1. YES
2. NO – NEEDS TO BE BIGGER
3. NO – NEEDS TO BE SMALLER
4. DON’T KNOW

22. Are the notices displayed at the right height?

**CODE ONE OPTION ONLY**

1. YES
2. NO – NEED TO BE HIGHER
3. NO – NEED TO BE LOWER
4. DON’T KNOW

*(If more than one type/size of notices is being displayed ask: )* 

23. Which type do you prefer?

**CODE ONE OPTION ONLY**

1. A4 NOTICES
2. POSTCARD SIZED NOTICES (A6)
3. DON’T KNOW
4. NOT APPLICABLE – 1 TYPE ONLY
24. Are the right sort of vacancies being displayed in the windows?

**CODE ONE OPTION ONLY**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td><strong>GO TO QUESTION 26</strong></td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td><strong>GO TO QUESTION 25</strong></td>
</tr>
<tr>
<td>3</td>
<td>DON’T KNOW / CAN’T REMEMBER</td>
<td><strong>GO TO QUESTION 26</strong></td>
</tr>
</tbody>
</table>

25. If no, what sort of vacancies should be displayed?

**PROBE FOR TYPE OF VACANCY**

…………………………………………………………………………………………………………
…………………………………………………………………………………………………………
…………………………………………………………………………………………………………

26. Have you noticed any other Jobcentre Plus information being displayed in the windows, eg benefit information etc?

**CODE ONE OPTION ONLY**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>DON’T KNOW / CAN’T REMEMBER</td>
<td></td>
</tr>
</tbody>
</table>

27. Is there any other type of information that you think should be displayed in Jobcentre Plus windows?

**PROBE FOR TYPE OF INFORMATION**

…………………………………………………………………………………………………………
…………………………………………………………………………………………………………
…………………………………………………………………………………………………………

28. Do you think the window displays make the Jobcentre Plus sites look more professional or less professional?

**CODE ONE OPTION ONLY**

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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>MORE PROFESSIONAL</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>LESS PROFESSIONAL</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>NEITHER MORE NOR LESS PROFESSIONAL</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>DON’T KNOW</td>
<td></td>
</tr>
</tbody>
</table>

29. All things considered, do you think of the introduction of the window displays is a...

**READ OUT OPTIONS AND CODE ONE ONLY**

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<tbody>
<tr>
<td>1</td>
<td>GOOD IDEA</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>BAD IDEA</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>NOT BOTHERED ONE WAY OR THE OTHER</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>DON’T KNOW</td>
<td><em>(GO TO QUESTION 31)</em></td>
</tr>
</tbody>
</table>
30 Why do you say that?

PROBE FOR INFORMATION

31 Do you have any other comments to make about the displays?

PROBE FOR INFORMATION

Respondent Details

I’d now like to ask you a few details about yourself for classification purposes only.

32 Record Gender DO NOT ASK:

1 MALE 2 FEMALE

33 Would you mind telling me to which of these age groups you belong?

PROMPT WITH FOLLOWING OPTIONS IF NECESSARY AND CODE ONE ONLY

1 16-18 2 19-24
3 25-34 4 35-49
5 50-59 6 60-64
7 65+ 8 PREFER NOT TO SAY

34 Which of the following best describes your current circumstances, are you…?

READ OUT OPTIONS AND CODE ONE ONLY

1 REGISTERED UNEMPLOYED AND SIGNING ON
2 NOT REGISTERED UNEMPLOYED BUT CLAIMING BENEFIT
3 IN WORK – NOT CLAIMING BENEFITS GO TO END
4 IN WORK (LESS THAN 16 HRS) – CLAIMING BENEFITS
5 ON A JOBCENTRE PLUS SCHEME
6 OTHER (PLEASE SPECIFY)
Which benefits do you currently receive?

PROMPT AND CODE ALL THAT APPLY

1. JOBSEEKERS ALLOWANCE (JSA)
2. INCOME SUPPORT (IS)
3. INCAPACITY BENEFIT (IB)
4. SEVERE DISABILITY ALLOWANCE
5. MATERNITY ALLOWANCE
6. BEREAVEMENT BENEFITS
7. INDUSTRIAL INJURIES DISABILITY BENEFIT
8. CARER’S ALLOWANCE
9. TAX CREDITS
10. TRAINING ALLOWANCE
11. DISABILITY LIVING ALLOWANCE (DLA)
12. HOUSING BENEFIT
13. COUNCIL TAX BENEFIT
14. OTHER *(PLEASE SPECIFY)*
15. NONE
16. DON’T KNOW / CAN’T REMEMBER
17. PREFER NOT TO SAY

That’s the end of the survey, thank you for taking the time to let us know what you think of the displays.
Window Displays Face to Face
Survey Questionnaire 2004

Introduction

Hello, my name is XXXX, and I am from Leeds Metropolitan University. We are currently conducting a very short survey on behalf of Jobcentre Plus to find what people think about the new window displays. I noticed that you had been looking at the displays and I hoped you could spare two minutes to take part.

Say as necessary –

All replies are completely confidential and cannot be linked to individuals. Results are given to Jobcentre Plus as statistics only and the study cannot affect any benefits you may be claiming.

Interviewer Name: ……………………………

Jobcentre Plus Office: ………………………
Date of Interview: ……………………………
Duration of Interview: ………………………

<table>
<thead>
<tr>
<th>JobCentre Plus Location</th>
<th>ID</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOURNEMOUTH</td>
<td>01</td>
</tr>
<tr>
<td>ILFRACOMBE</td>
<td>02</td>
</tr>
<tr>
<td>PAIGNTON</td>
<td>03</td>
</tr>
<tr>
<td>SWINDON</td>
<td>04</td>
</tr>
<tr>
<td>YEOVIL</td>
<td>05</td>
</tr>
</tbody>
</table>

JobCentre Plus ID
ID Number
Use of Window Displays

1. Before today were you aware that Jobcentre Plus had started to display job vacancies in their windows?

   **DO NOT PROMPT, CODE ONE ONLY**
   
   1. YES
   2. NO
   3. DON'T KNOW

2. On this visit, have you selected any vacancies from the displays that you are interested in?

   **DO NOT PROMPT, CODE ONE ONLY**
   
   1. YES
   2. NO *(GO TO Q5)*
   3. DON'T KNOW

3. Do you intend to apply for the vacancy (any of the vacancies)?

   **DO NOT PROMPT, CODE ONE ONLY**
   
   1. YES
   2. NO *(GO TO Q5)*
   3. HAVEN'T DECIDED YET

4. How will you apply?

   **CODE ALL THAT APPLY**
   
   1. THROUGH FRONTLINE STAFF / ADVISER
   2. THROUGH JOBCENTRE PLUS PHONE TO JOBSEEKER DIRECT
   3. DIRECT TO EMPLOYER THROUGH JOBPOINT/JOBCENTRE PLUS PHONE
   4. DIRECT TO EMPLOYER THROUGH NON-JOBCENTRE PLUS PHONE
   5. OTHER:  
      
      ..................................................  
      ..................................................
   6. DON'T KNOW / HAVEN'T DECIDED
5. In the previous 12 months (or since you started looking for a job), did you regularly include Jobcentre Plus when looking for jobs?

**DO NOT PROMPT, CODE ONE ONLY**

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<table>
<thead>
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<tbody>
<tr>
<td>1</td>
<td>YES</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
</tr>
<tr>
<td>3</td>
<td>DON'T KNOW</td>
</tr>
</tbody>
</table>

6. Has the introduction of the window displays, made you more or less likely to use Jobcentre Plus when looking for jobs?

**DO NOT PROMPT, CODE ONE ONLY**

<p>| | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>MORE LIKELY</td>
</tr>
<tr>
<td>2</td>
<td>LESS LIKELY</td>
</tr>
<tr>
<td>3</td>
<td>NO CHANGE</td>
</tr>
<tr>
<td>4</td>
<td>DON'T KNOW/ CAN'T SAY</td>
</tr>
<tr>
<td>5</td>
<td>NOT APPLICABLE - FIRST TIME USED</td>
</tr>
</tbody>
</table>

7. Do you have any other comments to make about the displays?

**PROBE FOR INFORMATION**

---------------------------------------------------------------------------
---------------------------------------------------------------------------
---------------------------------------------------------------------------
---------------------------------------------------------------------------
---------------------------------------------------------------------------

**Respondent Details**

I’d now like to ask you a few details about yourself for classification purposes only.

8. Record Gender  **DO NOT ASK:**

<p>| | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>1</td>
<td>MALE</td>
</tr>
<tr>
<td>2</td>
<td>FEMALE</td>
</tr>
</tbody>
</table>

9. Would you mind telling me to which of these age groups you belong?

**PROMPT WITH FOLLOWING OPTIONS IF NECESSARY AND CODE ONE ONLY**

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<table>
<thead>
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<tbody>
<tr>
<td>1</td>
<td>16-18</td>
</tr>
<tr>
<td>2</td>
<td>19-24</td>
</tr>
<tr>
<td>3</td>
<td>25-34</td>
</tr>
<tr>
<td>4</td>
<td>35-49</td>
</tr>
<tr>
<td>5</td>
<td>50-59</td>
</tr>
<tr>
<td>6</td>
<td>60-64</td>
</tr>
<tr>
<td>7</td>
<td>65+</td>
</tr>
<tr>
<td>8</td>
<td>PREFER NOT TO SAY</td>
</tr>
</tbody>
</table>
10 Which of the following best describes your current circumstances, are you…?

READ OUT OPTIONS AND CODE ONE ONLY

1 REGISTERED UNEMPLOYED AND SIGNING ON
2 NOT REGISTERED UNEMPLOYED BUT CLAIMING BENEFIT
3 IN WORK – FULL TIME NOT CLAIMING BENEFITS
4 IN WORK – PART TIME NOT CLAIMING BENEFITS
5 IN WORK (LESS THAN 16 HRS) – CLAIMING BENEFITS
6 ON A JOBCENTRE PLUS SCHEME
7 OTHER *(PLEASE SPECIFY)*

That’s the end of the survey, thank you for taking the time to let us know what you think of the displays.
Window Displays Face to Face
Survey Questionnaire 2004

Introduction

Hello, my name is XXXX, and I am from Leeds Metropolitan University. We are currently conducting a short survey on behalf of Jobcentre Plus to find out what people think about the new plasma screen window display. Can I ask, have you seen the new system?

YES  NO

Would you be willing to answer a few questions about the displays? It will only take around 5 minutes to complete the survey. Say as necessary - all replies are completely confidential and cannot be linked to individuals. Results are given to Jobcentre Plus as statistics only and the study cannot affect any benefits you may be claiming.

Interviewer Name: JC  PW  Duration of Interview: …….. MINS

Jobcentre Plus Office: SWINDON  Date of Interview: 25/06/04

Jobsearch Behaviour

1  Are you currently looking for a job?

DO NOT PROMPT, CODE ONE ONLY

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<thead>
<tr>
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<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td>GO TO QUESTION 2</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td>GO TO QUESTION 7</td>
</tr>
<tr>
<td>3</td>
<td>DON'T KNOW / NOT SURE</td>
<td>GO TO QUESTION 7</td>
</tr>
</tbody>
</table>

2  Can you tell me which of the following Jobcentre Plus methods you use when looking for jobs, firstly….?

<p>| | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>1</td>
<td>JOBPOINTS</td>
</tr>
<tr>
<td>2</td>
<td>JOBCENTRE PLUS FRONTLINE ADVISERS</td>
</tr>
<tr>
<td>3</td>
<td>JOBCENTRE PLUS VACANCY BOOKS / LISTS / NEWSPAPERS</td>
</tr>
<tr>
<td>4</td>
<td>JOBSEEKER DIRECT</td>
</tr>
<tr>
<td>5</td>
<td>JOBCENTRE PLUS INTERNET JOBANK</td>
</tr>
<tr>
<td>6</td>
<td>OTHER (PLEASE SPECIFY)</td>
</tr>
</tbody>
</table>
3 Which Jobcentre Plus jobsearch method do you prefer?

**DO NOT PROMPT, CODE ONE ONLY**

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<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>PLASMA SCREEN WINDOW DISPLAY</td>
</tr>
<tr>
<td>2</td>
<td>JOBPOINTS</td>
</tr>
<tr>
<td>3</td>
<td>JOBCENTRE PLUS FRONTLINE ADVISERS</td>
</tr>
<tr>
<td>4</td>
<td>JOBCENTRE PLUS NEWSPAPERS / VACANCY BOOKS</td>
</tr>
<tr>
<td>5</td>
<td>JOBSEEKER DIRECT</td>
</tr>
<tr>
<td>6</td>
<td>JOBCENTRE PLUS INTERNET JOBBANK</td>
</tr>
<tr>
<td>7</td>
<td>OTHER <em>(PLEASE SPECIFY)</em></td>
</tr>
<tr>
<td>8</td>
<td>DON’T KNOW / CAN’T DECIDE  <em>GO TO QUESTION 5</em></td>
</tr>
</tbody>
</table>

4 Why do you prefer this method?

**PROBE FOR INFORMATION**

………………………………………………………………………………………………………………

………………………………………………………………………………………………………………

………………………………………………………………………………………………………………

5 Outside of Jobcentre Plus, what other sources of vacancy information do you use when looking for jobs?

**PROMPT AND CODE ALL THAT APPLY**

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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>NEWSPAPERS</td>
</tr>
<tr>
<td>2</td>
<td>COMMERCIAL WEBSITES</td>
</tr>
<tr>
<td>3</td>
<td>EMPLOYMENT AGENCIES / RECRUITMENT CONSULTANTS</td>
</tr>
<tr>
<td>4</td>
<td>CAREERS SERVICE</td>
</tr>
<tr>
<td>5</td>
<td>WORD OF MOUTH</td>
</tr>
<tr>
<td>6</td>
<td>NOTICES IN SHOP WINDOWS ETC</td>
</tr>
<tr>
<td>7</td>
<td>SPECULATIVE ENQUIRIES DIRECTLY TO EMPLOYERS</td>
</tr>
<tr>
<td>8</td>
<td>OTHER <em>(PLEASE SPECIFY)</em></td>
</tr>
<tr>
<td>9</td>
<td>NONE, ONLY USE JOBCENTRE PLUS  <em>GO TO QUESTION 7</em></td>
</tr>
</tbody>
</table>

6 How would you rate Jobcentre Plus in comparison with other jobsearch methods you use, are they….?

**DO NOT PROMPT, CODE ONE ONLY**

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<tbody>
<tr>
<td>1</td>
<td>BETTER</td>
</tr>
<tr>
<td>2</td>
<td>WORSE</td>
</tr>
<tr>
<td>3</td>
<td>ABOUT THE SAME</td>
</tr>
<tr>
<td>4</td>
<td>DON’T KNOW/ CAN’T SAY</td>
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</tbody>
</table>
7 All things considered, do you think of the introduction of the window display is a..?

**READ OUT OPTIONS AND CODE ONE ONLY**

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<tbody>
<tr>
<td>1</td>
<td>GOOD IDEA</td>
</tr>
<tr>
<td>2</td>
<td>BAD IDEA</td>
</tr>
<tr>
<td>3</td>
<td>NOT BOTHERED ONE WAY OR THE OTHER</td>
</tr>
<tr>
<td>4</td>
<td>DON'T KNOW (GO TO QUESTION 9)</td>
</tr>
</tbody>
</table>

8 Why do you say that?

**PROBE FOR INFORMATION**

__________________________________________________________________________________________________________________________________________________

__________________________________________________________________________________________________________________________________________________

__________________________________________________________________________________________________________________________________________________

9 Do you have any other comments to make about the display?

**PROBE FOR INFORMATION**

__________________________________________________________________________________________________________________________________________________

__________________________________________________________________________________________________________________________________________________

**Comparison of the Displays**

The plasma screen in Swindon is currently showing general Jobcentre Plus information, however in the future it may be used to display individual job vacancies. Some other Jobcentre Plus sites are testing different types of window displays to advertise job vacancies. I’d like you to look at these photographs of those displays and answer the following questions, first of all.....

10 Can you tell me which of these displays you think is the most eye-catching? *(Circle one option only)*

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<td>5</td>
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<td>7</td>
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</table>

11 Which is the least eye-catching? *(Circle one option only)*

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<td>5</td>
<td>6</td>
<td>7</td>
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</table>

12 Can you tell me which of these displays you think is the most easy to read? *(Circle one option only)*

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<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>
13 Which is the least easy to read?  
(Circle one option only)  
1  2  3  4  5  6  7

14 Can you tell me which of these displays do you think looks the most professional?  
(Circle one option only)  
1  2  3  4  5  6  7

15 Which looks the least professional?  
(Circle one option only)  
1  2  3  4  5  6  7

SHOW OTHER PHOTOGRAPHS

16 Can you tell me which of these display types you prefer the most?  
(Circle one option only)  
1  2  3

Respondent Details - I’d now like to ask you a few details about yourself for classification purposes only.

17 Record Gender  DO NOT ASK:  
1  MALE  2  FEMALE

18 Would you mind telling me to which of these age groups you belong?  
PROMPT WITH FOLLOWING OPTIONS IF NECESSARY AND CODE ONE ONLY  
1  16-18  5  50-59  
2  19-24  6  60-64  
3  25-34  7  65+  
4  35-49  8  Prefer not to say

19 Which of the following best describes your current circumstances, are you…?  
READ OUT OPTIONS AND CODE ONE ONLY  
1  REGISTERED UNEMPLOYED AND SIGNING ON  
2  NOT REGISTERED UNEMPLOYED BUT CLAIMING BENEFIT  
3  IN WORK – NOT CLAIMING BENEFITS  
4  IN WORK (LESS THAN 16 HRS) – CLAIMING BENEFITS  
5  ON A JOBCENTRE PLUS SCHEME  
6  OTHER (PLEASE SPECIFY) .................................................................

GO TO END
20 Which benefits do you currently receive? *(PROMPT AND CODE ALL THAT APPLY)*

- 1 JOBSEEKERS ALLOWANCE (JSA)
- 2 INCOME SUPPORT (IS)
- 3 INCAPACITY BENEFIT (IB)
- 4 SEVERE DISABLEMENT ALLOWANCE
- 5 MATERNITY ALLOWANCE
- 6 BEREAVEMENT BENEFITS
- 7 INDUSTRIAL INJURIES DISABLEMENT BENEFIT
- 8 CARER’S ALLOWANCE
- 9 TAX CREDITS
- 10 TRAINING ALLOWANCE
- 11 DISABILITY LIVING ALLOWANCE (DLA)
- 12 HOUSING BENEFIT
- 13 COUNCIL TAX BENEFIT
- 14 OTHER *(PLEASE SPECIFY)*
- 15 NONE
- 16 DON’T KNOW / CAN’T REMEMBER
- 17 PREFER NOT TO SAY

*That’s the end of the survey, thank you for taking the time to let us know what you think of the displays.*
Jobcentre Plus Window Displays
Focus Group Topic Guide

1. Introduction

Who we are
Welcome/thanks. We are …(names)… researchers from the Policy Research Institute, an independent research organisation. We have been asked to do this research on behalf of Jobcentre Plus. (Introduce each researcher/moderator)

Purpose of this research
To investigate people’s opinion of the new system of displaying vacancy information in the windows of Jobcentres and Jobcentre Plus sites. This new system is being tested in the South West region and if its successful it may be extended across the whole country.

How this session will operate
We are interested in your own views on the new system. Some of you will have already seen the new window displays and may even have applied for vacancies from them, others may have only seen them for the first time today, but either way it is your opinion that we are interested in. We expect that you will all have different views, but we want to hear from all of you regardless of whether you think the system is good or bad idea. We will be using a tape recorder and making notes but everything you say is confidential to our research organisation. There is no way that any one person will be identified in the reports. Nothing you say can have any effect on your benefits.

Introductions
First of all, could we just go round and say our names….

2. Awareness of the new display system

- Before today who had already seen the new window displays?
- (For those who hadn’t) Is this because you haven’t been to the Jobcentre recently, or because you didn’t notice them? (NB – Point out that photos are displayed around the room for those who haven’t seen the displays)
- (For those had) How did you find out about them?
  - Received information in advance in Jobcentre (leaflets etc)
  - Saw a notice about them in the Jobcentre
  - Told by a member of staff in the Jobcentre
  - Told by a friend
  - Just saw them

3. Appearance of the display

- (For those who were told about them) Would you have noticed them if you hadn’t been told?
- Would you like anything changed to make them more attractive
  - size of overall display, using more of the window
  - size of print (easy to read?)
  - colour
  - placing in window etc.

Occ. c.2 mins

Occ. c.7 mins

Occ. c.15 mins
4. **Content of the display**
   - What types of job are displayed?
   - Would you like to see other types of job displayed? Why?
   - Is there enough information about each job? If not what else needs to be included?
   - Would you like to see anything else placed in the window (information about training schemes, for example?)

5. **Use of information**
   - Has anyone followed up a job that they have seen displayed in the window?
   - If not, why not?
     - not the right kind of job
     - not enough information
     - didn’t notice displays
     - displays are too new – haven’t had time
     - not sure how to
     - any other reason
   - If you have followed up a job you saw displayed in the window, how did you do it?
     - Went into Jobcentre and asked about it
     - Took details and called Jobseeker Direct
     - Followed instructions in advert
     - Other
   - What happened next?
     - Were you pleased with the information you received? (was there enough, was it up to date etc)
     - Was the way the enquiry was handled different in any way from how other enquiries are handled?
     - Were there any way in which you think the enquiry could have been handled differently?
     - etc.

6. **Comparing ways of getting information about jobs**
   - How do you normally find out about vacancies?
     - The adviser tells me
     - I find them on the Jobpoint
     - I call Jobseeker Direct
     - other
   - Would you use the window display as well as/instead of using one of the above methods? (probe around which)
   - Would you go to a Jobcentre with a window display rather than to one which did not have a window display?
   - If you wouldn’t use a window display at all, why not?
   - Overall, what do you think are the benefits of window displays?
     - easier access to vacancy information
     - don’t need to go in Jobcentre
     - useful additional method of getting information
     - better than an empty window
     - etc
Are there any disadvantages? If so, what?
- get more information from a Jobpoint
- get more information from an adviser
- not enough choice in window
- any issues calling Jobseeker Direct
- other

7. Views on different types of display
A number of different types of window display are being considered and we have displayed some photos of these around the room.

Explain the different types of display:
- free standing boards
- 'on' window displays
- Plasma Screen
- Size of notices

I’d like you to now spend a few minutes looking at these then we’ll get back together and discuss them. Please note that the quality of the photos isn’t great but try and avoid this influencing your views on the types of display.

(Give out handouts and pens) Before we start comparing the different display types, can I ask that you base your decisions on the actual displays and don’t let the content of the notices or the (poor) quality of the photos influence your choices. So can I first of all ask you to look at page 1 of the handout……..

Ask questions relating to the first set of photos (Comparison of the 7 different types of displays)
Ask questions relating to the second set of photos (Comparison of 3 types of display systems)
Ask questions relating to the final set of photos (Comparison between size of notices)

8. General discussion on why individuals made the choices they did
- Of the 7 display types, which did you select as the one that…. You thought was the most / least eye-catching? Why?
  Was most/least easy to read? Why?
  You were most/least likely to use to look for jobs? Why
  Looked most / least professional? Why?
- Of the three different window display types, which type did you prefer and why?
- Of the two different vacancy notice sizes, which size did you prefer and why?

9. Any other comments you would like to make about window displays which we haven’t covered?
Thank you etc...........................
Window Displays Employer Survey Questionnaire 2004

Introduction
Hello, my name is XXXX, and I am calling from the Policy Research Institute at Leeds Metropolitan University. We have been asked by Jobcentre Plus to carry out a survey about the new window displays that have recently been installed in a number of sites in the South West region. You should have received a letter informing you of the research and asking if you would be willing to participate, do you recall seeing it?

(If no, briefly outline the purpose and content of the survey)

Would you be willing to take part in the survey? It will only take around 5 to 10 minutes to complete and everything you say will be treated in the strictest confidence.

Awareness of Window Displays

1. Before today were you aware that Jobcentre Plus had started to display job vacancies in the windows of some of their sites?

   **DO NOT PROMPT, CODE ONE ONLY**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
</tr>
<tr>
<td>3</td>
<td>DON’T KNOW / CAN’T REMEMBER</td>
</tr>
</tbody>
</table>

2. How did you find out that Jobcentre Plus had started to display job vacancies in their windows?

   **DO NOT PROMPT, CODE ONE ONLY**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>JUST SAW THEM WHEN I WAS VISITING THE SITE</td>
</tr>
<tr>
<td>2</td>
<td>RECEIVED INFORMATION IN ADVANCE FROM JOBCENTRE PLUS</td>
</tr>
<tr>
<td>3</td>
<td>SAW A NOTICE ABOUT THEM IN THE JOBCENTRE / JOBCENTRE PLUS</td>
</tr>
<tr>
<td>4</td>
<td>TOLD ABOUT THEM BY A MEMBER OF JOBCENTRE PLUS STAFF</td>
</tr>
<tr>
<td>5</td>
<td>OTHER <em>(PLEASE SPECIFY)</em> ..........................................................</td>
</tr>
<tr>
<td></td>
<td>...............................................................................................</td>
</tr>
<tr>
<td>6</td>
<td>DON’T KNOW / CAN’T REMEMBER</td>
</tr>
</tbody>
</table>

3. Were you aware that Jobcentre Plus had displayed your recent vacancies for a (read out job title from contact sheet) in the window of their (read out name of site from contact sheet) site?
4. Did you request for that vacancy to be displayed in the window?

<table>
<thead>
<tr>
<th>Code</th>
<th>Option</th>
<th>Go To Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td>7</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>DON’T KNOW / CAN’T REMEMBER</td>
<td>5</td>
</tr>
</tbody>
</table>

5. Would you have liked to have received prior notification that the vacancy was to be displayed in the window?

<table>
<thead>
<tr>
<th>Code</th>
<th>Option</th>
<th>Go To Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td>6</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td>6</td>
</tr>
<tr>
<td>3</td>
<td>DON’T KNOW</td>
<td>7</td>
</tr>
</tbody>
</table>

6. Why is that?

**PROBE FOR REASON WHY / WHY NOT**

... ... ...

**Submission for the Displayed Vacancy**

7. Did you notice any difference in the number of applications (submissions) you received for the (read out job title from contact sheet) vacancy?

<table>
<thead>
<tr>
<th>Code</th>
<th>Option</th>
<th>Go To Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td>8</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td>9</td>
</tr>
<tr>
<td>3</td>
<td>DON’T KNOW</td>
<td>9</td>
</tr>
<tr>
<td>4</td>
<td>NOT APPLICABLE (doesn’t recall the vacancy / the vacancy is still live etc)</td>
<td>9</td>
</tr>
</tbody>
</table>

8. Was the number of applications (submissions) you received for the vacancy higher or lower than those you would usually expect for a vacancy of this type?

**DO NOT PROMPT, CODE ONE ONLY**

<table>
<thead>
<tr>
<th>Code</th>
<th>Option</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>HIGHER</td>
</tr>
<tr>
<td>2</td>
<td>LOWER</td>
</tr>
<tr>
<td>3</td>
<td>DON’T KNOW</td>
</tr>
</tbody>
</table>
9. Did you notice any difference in the type of candidates applying for the (read out job title from contact sheet) vacancy?

**DO NOT PROMPT, CODE ONE ONLY**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>GO TO QUESTION 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>DON'T KNOW</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>NOT APPLICABLE (DOESN'T RECALL THE VACANCY / THE VACANCY IS STILL LIVE)</td>
<td></td>
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</tbody>
</table>

10. What differences did you notice?

**PROBE FOR INFORMATION**

………………………………………………………………………………………………………………
………………………………………………………………………………………………………………
………………………………………………………………………………………………………………

11. Was the vacancy advertised anywhere else apart from with Jobcentre Plus?

**DO NOT PROMPT, CODE ONE ONLY**

<table>
<thead>
<tr>
<th></th>
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<th>GO TO QUESTION 12</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>DON'T KNOW</td>
<td></td>
</tr>
</tbody>
</table>

12. Where else was it advertised?

**PROMPT AND CODE ALL THAT APPLY**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>LOCAL NEWSPAPER</td>
</tr>
<tr>
<td>2</td>
<td>NATIONAL NEWSPAPER</td>
</tr>
<tr>
<td>3</td>
<td>COMMERCIAL WEBSITE</td>
</tr>
<tr>
<td>4</td>
<td>EMPLOYMENT AGENCIES / RECRUITMENT CONSULTANTS</td>
</tr>
<tr>
<td>5</td>
<td>CAREERS SERVICE</td>
</tr>
<tr>
<td>6</td>
<td>OTHER <em>(PLEASE SPECIFY)</em></td>
</tr>
<tr>
<td>7</td>
<td>DON'T KNOW</td>
</tr>
</tbody>
</table>

13. Was the vacancy filled by a Jobcentre Plus applicant?

**DO NOT PROMPT, CODE ONE ONLY**

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<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>1</td>
<td>YES</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
</tr>
<tr>
<td>3</td>
<td>DON'T KNOW / CAN'T REMEMBER</td>
</tr>
<tr>
<td>4</td>
<td>NOT APPLICABLE (DOESN'T RECALL THE VACANCY / THE VACANCY IS STILL LIVE)</td>
</tr>
</tbody>
</table>
Other Vacancies

14. Do you submit all of your external vacancies to Jobcentre Plus?

DO NOT PROMPT, CODE ONE ONLY

<table>
<thead>
<tr>
<th>Code</th>
<th>Answer</th>
<th>Go to Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td>20</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>DON'T KNOW</td>
<td>20</td>
</tr>
<tr>
<td>4</td>
<td>NOT APPLICABLE (NO OTHER VACANCIES)</td>
<td>20</td>
</tr>
</tbody>
</table>

15. Which types of vacancy do you NOT submit to Jobcentre Plus?

PROBE FOR JOB TITLES / TYPE OF JOB

1) ..............................................................
2) ..............................................................
3) ..............................................................

16. What methods of recruitment do you use for the vacancies you do not submit to Jobcentre Plus?

PROMPT AND CODE ALL THAT APPLY

<table>
<thead>
<tr>
<th>Code</th>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>LOCAL NEWSPAPER</td>
</tr>
<tr>
<td>2</td>
<td>NATIONAL NEWSPAPER</td>
</tr>
<tr>
<td>3</td>
<td>COMMERCIAL WEBSITE</td>
</tr>
<tr>
<td>4</td>
<td>EMPLOYMENT AGENCIES / RECRUITMENT CONSULTANTS</td>
</tr>
<tr>
<td>5</td>
<td>CAREERS SERVICE</td>
</tr>
<tr>
<td>6</td>
<td>OTHER (PLEASE SPECIFY)</td>
</tr>
<tr>
<td>7</td>
<td>DON'T KNOW</td>
</tr>
</tbody>
</table>

17. Why do you use these methods of recruitment for those vacancies?

PROBE FOR INFORMATION

..........................................................................................................................
18. How would you rate Jobcentre Plus in comparison with the other recruitment methods you use, are they…?  

**READ OUT LIST & CODE ONE ONLY**

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<tbody>
<tr>
<td>1</td>
<td>BETTER</td>
<td><strong>GO TO QUESTION 19</strong></td>
</tr>
<tr>
<td>2</td>
<td>WORSE</td>
<td><strong>GO TO QUESTION 19</strong></td>
</tr>
<tr>
<td>3</td>
<td>ABOUT THE SAME</td>
<td><strong>GO TO QUESTION 20</strong></td>
</tr>
<tr>
<td>4</td>
<td>DON'T KNOW/ CAN'T SAY</td>
<td><strong>GO TO QUESTION 20</strong></td>
</tr>
</tbody>
</table>

19. Why do you rate them more / less favourably?  

**PROBE FOR INFORMATION**

………………………………………………………………………………………………………………

………………………………………………………………………………………………………………

………………………………………………………………………………………………………………

20. Will the introduction of the window displays in Jobcentre Plus sites make you more or less likely to submit your vacancies to Jobcentre Plus?  

**DO NOT PROMPT, CODE ONE ONLY**

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<thead>
<tr>
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<tbody>
<tr>
<td>1</td>
<td>MORE LIKELY</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>LESS LIKELY</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>NO CHANGE</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>DON'T KNOW/ CAN'T SAY</td>
<td></td>
</tr>
</tbody>
</table>

21. Would allowing you to request that your vacancy be displayed in the window make you more or less likely to submit your vacancies to Jobcentre Plus?  

**DO NOT PROMPT, CODE ONE ONLY**

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<tbody>
<tr>
<td>1</td>
<td>MORE LIKELY</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>LESS LIKELY</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>NO CHANGE</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>DON'T KNOW/ CAN'T SAY</td>
<td></td>
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</tbody>
</table>

22. All things considered, do you think of the introduction of the window displays is a..?  

**READ OUT OPTIONS AND CODE ONE ONLY**

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<tbody>
<tr>
<td>1</td>
<td>GOOD IDEA</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>BAD IDEA</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>NOT BOTHERED ONE WAY OR THE OTHER</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>DON'T KNOW</td>
<td><strong>(GO TO QUESTION 24)</strong></td>
</tr>
</tbody>
</table>
23. Why do you say that?

   PROBE FOR INFORMATION
   ..................................................................................................................
   ..................................................................................................................
   ..................................................................................................................

24. Do you have any other comments to make about the window displays?

   PROBE FOR INFORMATION
   ..................................................................................................................
   ..................................................................................................................
   ..................................................................................................................

Employer Details

I’d now like to ask you a few details about your company first of all can you tell me…..

25. What are the main products/services of your business at this site?

   ….................................................................................................................  SIC_________

26. How many people do you employ at this site?

   (Total to be full head count to include all full & part time staff)

   ........................................................................................................

That’s the end of the survey, thank you for taking the time to let us know what you think of the displays.

Interviewer: ............................................................ Date: ...........................................
.................................................................................
Jobcentre Plus window displays

Staff interviews

1 To explore:
   - staff perceptions of the value of providing window displayed vacancies;
   - the level of support required to maintain and operate the displays;
   - any impact on the volume and composition of traffic flows, work processes, allocation of staff resources and performance.

2 Site Visits - a minimum of five interviews per location, including:
   - Business Manager.
   - Vacancy Services Manager.
   - Staff member(s) responsible for maintaining the display(s).
   - Floor Manager/Frontline Advisers.
   - Any other staff who have provided support for the window displays.

3

4 If possible, collect information on:
   - The number and types of vacancies displayed.
   - Clerical returns from sites on submissions originating from window displayed vacancies.
   - Site usage statistics.

5 In addition include, where applicable, telephone interviews with:
   - Deputy Field Director.
   - Regional Marketing Manager.
   - District Manager.
   - Business Development Manager.
   - District Marketing Executive.
   - Field Account Manager.

Appendices – Research institute
Jobcentre Plus Deputy Field Director

**Preparation and planning**
How involved (aware?) were you in the planning and preparation of the window displays?

What was the nature of your involvement?
- Discussions with District Managers / Business Development Managers / Regional & District Marketing Executive.
- Discussion with LO/RO/HO and others.

**Impacts**
- Have there been any benefits at a regional level from the local Jobcentre/Jobcentre Plus sites providing window displays?
- Have there been any drawbacks at a regional level from the local Jobcentre/Jobcentre Plus sites providing window displays?
- Has there been any resource implications since the introduction of window displays?

**General**
- What do you think about the value of providing window displays?
- Is there any advice you would give to HO/RO regarding window displays?
- What advice would you give to other Deputy Field Directors?
- Would you recommend the scheme being rolled out further?
- Any other comments?
Jobcentre Plus Regional Marketing Manager

**Preparation and planning**

Were you involved in the planning and preparation of the window displays?

What was the nature of your involvement?

- Discussions with DMEs & BDMs about possible impact on marketing strategy.
- Discussion with LO/RO/HO and others.
- Discussion with employers.
- Cascading of information to LO/staff.

**Installation**

Did the installation of the window displays proceed smoothly?

- According to the agreed schedule, number of displays and their location within the office.
- Training of staff.
- Initial operation – any issues.

Is there anything more that could be done to improve the preparation and installation process for window displays?

**Impacts**

- Has the introduction of the displays effected a change in the overall marketing strategy of the Region? eg by deliberately targeting certain employers/areas.
- How is the marketing strategy communicated to and implemented at the district and then at the local level?
- How much assistance/guidance is given to District Marketing teams in relation to how best to utilise the displays to engage the target audience?
- How useful are the window displays in attracting new business?
- How was the scheme introduced to employers?
- Have there been any benefits to employers from providing window displays?
- Have there been any drawbacks to employers from providing window displays?
- Has there been any resource implications since the introduction of window displays?
General
- What do you think about the value of providing window displays?
- Is there any advice you would give to HO/RO regarding window displays?
- What advice would you give to other RMMs
- Would you recommend the scheme being rolled out further?
- Any other comments?
Jobcentre Plus District Manager

**Preparation and planning**
Were you involved in the planning and preparation of the window displays?

What was the nature of your involvement?
- Discussions with BMs & staff about possible impact on business processes and office organisation.
- Discussion with LO/RO/HO and others.
- Discussion with Employers.
- Cascading of information to LO/staff.

**Installation**
Did the installation of the window displays proceed smoothly?
- According to the agreed schedule, number of displays and their location within the office.
- Training of staff.
- Initial operation – any issues.

Is there anything more that could be done to improve the preparation and installation process for window displays?

**Impacts**
- What do you think has been the effect on business processes and office organisation within the district?
- How has it affected the relationship between employers and the Jobcentre/Jobcentre Plus within the district?
- Have there been any benefits at district level from local Jobcentre/Jobcentre Plus sites providing window displays?
- Have there been any drawbacks at district level from local Jobcentre/Jobcentre Plus sites providing window displays?
- Has there been any resource implications since the introduction of window displays?
General

- What do you think about the value of providing window displays?
- Is there any advice you would give to HO/RO regarding window displays?
- What advice would you give to other DMs/BMs?
- Would you recommend the scheme being rolled out further?
- Any other comments?
Jobcentre Plus Business Development Manager

**Preparation and planning**

Were you involved in the planning and preparation of the window displays?

What was the nature of your involvement?

- Discussions with BMs & DMEs about possible impact on Business Development.
- Discussion with LO/RO/HO and others.
- Cascading of information to LO/staff.

**Impacts**

- Has the introduction of the displays effected a change in the overall marketing strategy of the District? eg by deliberately targeting certain employers/partnerships/customer groups.
- How useful are the window displays in attracting new business?
- Have there been any benefits to employers/partners/customers from providing window displays?
- Have there been any drawbacks to employers/partners/customers from providing window displays?
- Has there been any resource implications since the introduction of window displays?

**General**

- What do you think about the value of providing window displays?
- Is there any advice you would give to HO/RO regarding window displays?
- What advice would you give to other BDMs?
- Would you recommend the scheme being rolled out further?
- Any other comments?
Jobcentre Plus District Marketing Executive/Manager

Preparation and planning
Were you involved in the planning and preparation of the window displays?
What was the nature of your involvement?
• Discussions with DMs & BMs about possible impact on marketing strategy.
• Discussion with LO/RO/HO and others.
• Discussion with employers
• Cascading of information to LO/staff

Installation
Did the installation of the window displays proceed smoothly?
• According to the agreed schedule, number of displays and their location within the office.
• Training of staff.
• Initial operation – any issues.

Is there anything more that could be done to improve the preparation and installation process for window displays?

Impacts
• Has the introduction of the displays effected a change on the overall marketing strategy of the district? eg deliberately targeting certain employers.
• How is the marketing strategy communicated to and implemented at the local level?
• How much assistance / guidance is given to participating offices in relation to how best to utilise the displays to engage the target audience?
• How useful are the window displays in attracting new business?
• How was the scheme introduced to employers?
• Have there been any benefits to the local employers Jobcentre/Jobcentre Plus from providing window displays?
• Have there been any drawbacks to local employers from providing window displays?
• Has there been any resource implications since the introduction of window displays?
General

- What do you think about the value of providing window displays?
- Is there any advice you would give to HO/RO regarding window displays?
- What advice would you give to other DMEs?
- Would you recommend the scheme being rolled out further?
- Any other comments?
Jobcentre Plus Field Account Manager

**Preparation and planning**
Were you involved in the planning and preparation of the window displays?

What was the nature of your involvement?
- Discussions with BM & VSMs about possible impact on business processes and employer relations.
- Discussion with LO/RO/HO and others.
- Discussion with employers.
- Cascading of information to LO/staff.

**Impacts**
- What do you think has been the effect on business processes and employer liaison as a whole?
- How was the scheme introduced to employers?
- Since the introduction of the displays have you changed your marketing strategy? Eg by deliberately targeting certain employers.
- How is the marketing strategy communicated to and implemented at the local level?
- How useful are the window displays in attracting new business?
- Have there been any benefits to the local employers from providing window displays?
- Have there been any drawbacks to local employers from providing window displays?
- Has there been any resource implications since the introduction of window displays?

**General**
- What do you think about the value of providing window displays?
- Is there any advice you would give to HO/RO regarding window displays?
- What advice would you give to other LAMs?
- Would you recommend the scheme being rolled out further?
- Any other comments?
Jobcentre Plus District Marketing Executive/Manager

**Preparation and planning**

Were you involved in the planning and preparation of the window displays?

What was the nature of your involvement?

- Discussions with DMs & BMs about possible impact on marketing strategy.
- Discussion with LO/RO/HO and others.
- Discussion with employers.
- Cascading of information to LO/staff.

**Installation**

Did the installation of the window displays proceed smoothly?

- According to the agreed schedule, number of displays and their location within the office.
- Training of staff.
- Initial operation – any issues.

Is there anything more that could be done to improve the preparation and installation process for window displays?

**Impacts**

- Has the introduction of the displays effected a change on the overall marketing strategy of the district? eg deliberately targeting certain employers.
- How is the marketing strategy communicated to and implemented at the local level?
- How much assistance / guidance is given to participating offices in relation to how best to utilise the displays to engage the target audience?
- How useful are the window displays in attracting new business?
- How was the scheme introduced to employers?
- Have there been any benefits to the local employers Jobcentre/Jobcentre Plus from providing window displays?
- Have there been any drawbacks to local employers from providing window displays?
- Has there been any resource implications since the introduction of window displays?
General

- What do you think about the value of providing window displays?
- Is there any advice you would give to HO/RO regarding window displays?
- What advice would you give to other DMEs
- Would you recommend the scheme being rolled out further?
- Any other comments?
Jobcentre Plus Field Account Manager

**Preparation and planning**
Were you involved in the planning and preparation of the window displays?
What was the nature of your involvement?

- Discussions with BM & VSMs about possible impact on business processes and employer relations.
- Discussion with LO/RO/HO and others.
- Discussion with employers.
- Cascading of information to LO/staff.

**Impacts**

- What do you think has been the effect on business processes and employer liaison as a whole?
- How was the scheme introduced to employers?
- Since the introduction of the displays have you changed your marketing strategy? Eg by deliberately targeting certain employers.
- How is the marketing strategy communicated to and implemented at the local level?
- How useful are the window displays in attracting new business?
- Have there been any benefits to the local employers from providing window displays?
- Have there been any drawbacks to local employers from providing window displays?
- Has there been any resource implications since the introduction of window displays?

**General**

- What do you think about the value of providing window displays?
- Is there any advice you would give to HO/RO regarding window displays?
- What advice would you give to other LAMs?
- Would you recommend the scheme being rolled out further?
- Any other comments?
Jobcentre Plus window displays

Staff interviews

To explore:
- staff perceptions of the value of providing window displayed vacancies;
- the level of support required to maintain and operate the displays;
- any impact on the volume and composition of traffic flows, work processes, allocation of staff resources and performance.

Site Visits – a minimum of five interviews per location, including:
- Business Manager (Deputy BM).
- Vacancy Services Manager (New Vacancies Representative).
- Staff member(s) responsible for maintaining the display(s).
- Floor Manager / Customer Liaison Manager / Frontline Advisers.
- Any other staff who have provided support for the window displays.

If possible, collect information on:
- The number and types of vacancies displayed.
- Clerical returns from sites on submissions originating from window displayed vacancies.
- Site usage statistics.

In addition include, where applicable, telephone interviews with:
- Regional Manager.
- Regional Marketing Executive.
- District Manager / District Performance Manager.
- District Marketing Executive.
- Field/Local Account Manager.
Jobcentre Plus Business Manager/Deputy Business Manager

Key characteristics of the Jobcentre/Jobcentre Plus
- Size of the register.
- APA Performance to date.

Implementation

Preparation and planning
What preparation and planning did you undertake before the introduction of window displays?
- Discussion with DO/RO/HO and others.
- Cascading of information to staff etc.?
- Staff planning i.e. team re-allocations, new job descriptions, delegating authority for the management of the displays?

Impact on Business Processes and office organisation

Window display staffing
Who manages and monitors the operation of the window displays? What was their previous job? (get grade info)
What are the main components of their new role?
Is there a job description that covers their new tasks? (Collect a copy)

Effect on Business Processes
What has been the effect of the window displays on business processes and office organisation as a whole. For example:
- Have any business processes changed as a result of the installation of window displays?
- What staff have been affected? How have they been affected (e.g. job content, volume of work)?
- Has the introduction of window displays necessitated changes in the deployment of any staff? Please describe the previous structures (teams, number of staff, grades) and the changes that have been adopted?
- Has the introduction affected the nature of your role as a BM?
- Have window displays had an effect on the relationship of your Jobcentre with local employers?
- Have there been any wider operational benefits or difficulties e.g. Jobcentre traffic flows, reductions/increases in queues in the office as a whole?
• Has there been an effect on Jobseeker Direct (i.e. increasing number of phone calls from the site)?

• Are these changes temporary or permanent?

• What is it about the introduction of window displays that has brought about these changes?

• How are you addressing these changes (positive – reinforcing them/ or negative – adopting remedial action)

• Has the introduction of window displays resulted in any resource savings/costs?

• Overall, what affect do you think the changes have had on office efficiency and staff performance

• Are you planning any further changes over the longer term to either capitalise on the benefits of window displays or to minimise any adverse effects?

**Jobseeker support and guidance**

• How were customers introduced/prepared for window displays (e.g. leaflets, posters).

• Was this adequate or should more have been done? If so, what?

• Are there any changes that can be made to HO products to better prepare customers?

• Do you have floorwalkers in the site? How many? What proportion of their day is spent helping customers with window display related queries?

• Is this a temporary task/function or do you think you will need to them for longer?

• What is your view on the number and location of the window displays?

**Jobseeker behaviour and performance**

• How have customers followed up on jobs they found while using window displays, i.e. called Jobseeker Direct, used the website etc?

• Are there any differences in the profile of window display users compared to Jobcentre users?

• Are there any types of customers more / less likely to use window displays?

• Have you noticed any difference in the number of visitors to the Jobcentre since the introduction of window displays?

• Have you noticed any material difference in submissions and job entries since the introduction of window displays? What differences (e.g. numbers, quality, submissions against vacancies in other districts/offices)? Can these differences be attributed to the introduction of window displays? (N.B. have you any hard evidence yet to back up your perceptions e.g. any local studies or performance statistics).
• To your knowledge, have any neighbouring Jobcentres been affected by the introduction of window displays here? How have they been affected? Why do you think this has occurred?

• To your knowledge has there been any impact on the level of use of Jobseeker Direct since the introduction of window displays?

• Do you think the changes you have identified are temporary or part of a new pattern of how the Jobcentre is used, by whom and in relation to performance/targets achievement?

• If noticed no change in any of the above – are there any indications that in the medium-term window displays could make a difference to Jobcentre operations and performance.

Satisfaction with window displays
• Are there any operational, design or technical difficulties associated with the window displays?

• What feedback have you received from staff?

• What feedback have you received from customers?

• What feedback have you received from employers?

• Has there been any change in the number of complaints? If so, what and why?

General
• What do you think about the value of providing window displays?

• Is there any advice you would give to HO regarding the use of window displays?

• What advice would you give to other BMs in managing window displays within their office?

• Any other comments?
Jobcentre Plus Vacancy Services Manager/New Vacancies

**Key characteristics of local employers**
- Size of local employer base.
- Local labour market characteristics.
- APA Performance to date.

**Implementation**

*Preparation and planning*
What preparation and planning did you undertake before the introduction of window displays?
- Discussion with BM and others.
- Cascading of information to employers.
- Staff planning & procedures i.e. team re-allocations, introduction of new procedures etc.

**Impact on Business Processes and office organisation**

*Window displayed vacancies*
How is it decided which vacancies will be displayed in the windows?
Is there an overall marketing strategy?
How involved is the employer in this decision?
What additional information is required from the employer?
How useful are the window displays in attracting new business?
How is the vacancy information communicated to the staff member who manages and monitors the operation of the window displays? How is the vacancy notification generated? Who is responsible for checking the information?

*Effect on Business Processes*
What has been the effect of the window displays on business processes and office organisation as a whole. For example:
- Have any business processes changed as a result of the installation of window displays?
- What staff have been affected? How have they been affected (e.g. job content, volume of work)?
• Has the introduction of window displays necessitated changes in the deployment of any staff? Please describe the previous structures (teams, number of staff, grades) and the changes that have been adopted?
• Has the introduction affected the nature of your role as a VSM?
• Have window displays had an effect on the relationship of your Jobcentre with local employers?
• Have there been any wider operational benefits or difficulties e.g. increase in number of notified vacancies, additional support being requested by employers?
• Are these changes temporary or permanent?
• What is it about the introduction of window displays that has brought about these changes?
• How are you addressing these changes (positive – reinforcing them/ or negative – adopting remedial action).
• Has the introduction of window displays resulted in any resource savings/costs?
• Are you planning any further changes over the longer term to either capitalise on the benefits of window displays or to minimise any adverse effects.

Employer support and guidance
• How were employers introduced/prepared for window displays (e.g. letters, leaflets).
• Was this adequate or should more have been done? If so, what?
• Are there any changes that can be made to HO products to better prepare employers?

Displayed vacancy submissions and performance
• Have you noticed any material difference in submissions and job entries since the introduction of window displays? What differences (e.g. numbers, quality, submissions against vacancies in other districts/offices)? Can these differences be attributed to the introduction of window displays? (N.B. have you any hard evidence yet to back up your perceptions e.g. any local studies or performance statistics).
• Have employers who have had a window displayed vacancy reported any differences in the number/quality etc of submissions?
• Have they noted any differences in the profile of applicants from window displayed vacancies compared to usual Jobpoint applicants?
• To your knowledge, have any neighbouring Jobcentres been affected by the introduction of window displays here? How have they been affected? Why do you think this has occurred?
• Do you think the changes you have identified are temporary or part of a new pattern of how the Jobcentre is used, by whom and in relation to performance/targets achievement?

• If noticed no change in any of the above – are there any indications that in the medium-term window displays could make a difference to Jobcentre operations and performance.

_Satisfaction with window displays_

• Are there any operational, design or technical difficulties associated with the window displays?

• What feedback have you received from employers?

• What feedback have you received from staff?

• What feedback have you received from customers?

• Has there been any change in the number of complaints? If so, what and why?

_General_

• What do you think about the value of providing window displays?

• Is there any advice you would give to HO regarding the use of window displays?

• What advice would you give to other VMs in managing window displays within their office?

• Any other comments?
Jobcentre Plus staff member(s) responsible for maintaining the window displays

Your role
What is your job title?

Please describe your job – all the various tasks including the window display management?

What was your previous job/role?

Which tasks did you previously do that you no longer undertake?
– who (if anyone) has taken on responsibility for these tasks?

What proportion of your week is spent on managing the window displays?

Do you have staff assisting you in the effective operation of the window displays e.g. floorwalkers? If yes, how many? Who? Previous jobs/tasks? How were they selected for the role?

What proportion of their day is spent in helping customers use the window displays?

Is this a temporary task/function?

How do you liaise with the employers?

Installation and operation of window displays

Preparation and planning
Were you involved in the planning and installation of the window displays?

What was the nature of your involvement?

Installation
Did the installation of the window displays proceed smoothly?

• Training/briefing of staff.
• Preparation of customers.
• Deployment of staff and new tasks.
• Initial operation – any issues.
Operation of window displays (these questions could also go in BM schedule)

- How do you decide which vacancies should be used in the window displays?
- How are the display notices generated? What information is included? Should any other information be provided as standard?
- How often are the vacancies updated? Is the vacancy also listed on the jobpoints? Is there any additional information on the jobpoint?
- Are there any difficulties in identifying the same vacancy on the window displays and on the jobpoints?
- Have their been any issues in relation to the operation of the window displays e.g. out of date vacancies, wrong/incomplete information.
- On average how long do people spend looking at the vacancies? Are there any differences in user characteristics? Do customers also then use the Jobpoints / Jobseeker direct phones?
- Do you have any queues forming - e.g. at certain times of the day, days of the week etc.
- How are the ‘warm phones’ being used?
- Are there enough/too many displays overall?
- Are the displays in the right locations?
- Are there any issues in relation to the design of the displays e.g. the layout, the colour, the text size? Are they the right height? the right size? Can customers read the information?
- Have you had to make any changes to original plans in relation to the operation of the window displays e.g. moved the displays? Changed the format/content of the vacancy information?

Impact

(explore for differences amongst different types of customers in all of the following questions e.g. by age, gender, people with disabilities etc.)

- What are customers initial reactions when they see/use the window displays?
- What proportion of customers ask for information relating to a window displayed vacancy?
- What proportion of customers use the Jobseeker Direct phones?
- Does this vary by customers characteristics e.g. by age or gender or people with disabilities?
- Are there any particular aspects of the window displays that are causing problems or are particularly valued? What types of questions and/or difficulties are encountered?)
• How many people bypass the window displays?
• What are the main questions that customers ask? Are there any differences by type of client e.g. by age, gender, people with English as a second language etc.
• Has there been any feedback from customers on the type and quality of the vacancies displayed?
• In your opinion, has the introduction of window displays made any difference to: the number and type of submissions (range of jobs and geography customers are willing to consider), the number of job entries, patterns of Jobcentre use (by time, volume and characteristics of visitors), client satisfaction, complaints, the use of Jobseeker Direct etc?

General
• What do you think about the value of providing window displays
• Thinking back on the preparation and operation of window displays to date – is there any advice that you could offer colleagues in other Jobcentres in terms of how to prepare for there introduction?

Jobcentre Plus Floor Manager/Customer Liaison Manager/ Frontline Staff and Advisers

Your role
Please describe your job.

Have there been any changes to your formal job responsibilities since the introduction of window displays?

Impact
(explore for differences amongst different types of store customers in all of the following questions e.g. by age, gender, people with disabilities etc.)

What proportion of the clients you see have used window displays? Is this percentage changing? Why?

What are the characteristics of these users? How do they compare to clients who use the Jobpoints?

Of those that have used the window displays, how many come to you and inquire about a displayed vacancy? What additional information do they require?

Have there been any implications on customers’ use of window displays for how you do your job e.g. need to spend less time with customers on jobsearch activities and so can spend more time advising and on submissions?

Are there any specific problems/queries that users of window displays encounter?
In your opinion, has the introduction of window displays made any difference to:

- The number and profile of visitors to the Jobcentre.
- The preparation jobseekers have made for their discussion with you.
- The number and type of submissions (range of jobs and geography jobseekers are willing to consider).
- The number of job entries/ take up of opportunities.
- Patterns of Jobcentre use (by time of visit, number of visitors, frequency of visits and characteristics of visitors).
- Jobseekers satisfaction and motivation.

Why do you think these changes have occurred?

What do you think about the value of providing window displayed vacancies?

Are there any suggestions/examples of good practice that you can offer colleagues on window displays?