



Department of Jobs and Small Business

Future Employment Services User-centred design

Final Report

June 2018



“Well, when they just palm you off and say look for a job, no motivation whatsoever...

I guess when they do show a bit of interest in your needs and wants, it does sort of improve your commitment to wanting to find a job, because it's like this person believes that I can do it so I should at least try.

Yeah, that's what I believe, because it's a pretty depressing run, you start off with, you're like 'OK, I can't find a job, there's no way I can find a job', 'no-one believes in me' - if I don't believe in myself how can I expect an employer to?"

Job Seeker WAJ01 (now employed full-time for 6 months)

20 pts

Getting feedback about my job application

10 pts

Participating in programs

Accessing a car and licence

Assistance with preparation to work

e.g. Clothing, help with presentation, tools, books, equipment etc.

50 pts

Higher Education

(e.g. University qualification, vocational certificate)

Job searching

e.g. Looking on gumtree, classifieds, seek, indeed, going to job interviews etc

Assistance with daily living costs

e.g. public transport, rent, phone calls, petrol, groceries etc

Work-related licencing

e.g. White Card, forklift licence, first aid certificate, RSA

Applying for work

e.g. writing resumes, references, covering letters, etc

10 pts

Ind networking

e.g. Job fairs, industry events, networking

mentoring

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ThinkPlace

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Executive Summary

ThinkPlace

This report captures our understanding of the impact of the future employment services program on the experiences of all users in the system. It also includes risks posed by changes to the model.

We considered the following users as part of the research.



Job Seekers

We have mapped how their experience will likely change and why, and identified risks these changes pose to the employment prospects of various personas.



Employers

We have mapped how the future employment services model could meet the needs of employers from the recruitment through to the retention of new employees.



Providers

We have identified factors and other considerations relevant to effective implementation of the future employment services model.



Design challenges Four key design challenges (below) were identified through the user-centred research.

1 How do we boost a job seeker's ability to forge their own path?

1.1 Exercising deliberate choice can be hard when you have a reduced feeling of control over your life when unemployed, low in confidence, isolated or depressed.



Design positive reinforcements that build engagement and internal motivation

1.2 Speaking up can be viewed as irrelevant when you have low expectations of government and view employment service providers as the compliance arm of Centrelink



Design a system that doesn't rely on people advocating for a good service

1.3 Having a say in the job plan was valued, eye-opening and motivating, and led to choices that align with Departmental expectations of progressing towards work.



Provide clear choices and guide the creation of effective strategies towards work

2 How do we encourage job seekers to accurately disclose their full story?

2.1 There's limited trust in the current system, causing reluctance to accurately disclose personal information, circumstances and motivation



Reset job seekers' expectations of the jobactive service

2.2 It can take time to understand what is relevant to share and who job seekers can trust to share personal fears, hopes and difficulties



Design a system that captures and shares crucial information beyond trusted relationships

2.3 People are more willing to share information when they connect it to the service they will receive and can see the value they get in return



Show that disclosing information will genuinely shape a personalised service

By building on the work done during the Discovery project and testing tangible concepts with users, we have gained a greater understanding of how policy could respond to these challenges.

We have identified insights into the users' experience in the current system; how proposed changes might affect that experience; and explored what else might need to change to significantly improve outcomes for both job seekers and employers.



Design insights

As we explored each design challenge we developed a set of insights that provide deeper understanding of the impacts of proposed changes under the future model.



Critical success factors

We have also identified a number of **critical success factors** that must be met for the design challenges to be overcome and for the future employment service model to meet its objectives and improve outcomes for both job seekers and employers.

3 How do we help job seekers access the supports they need to find sustainable work?

3.1 The level of support job seekers require and the impact of that support on their journey towards work is not clear cut



Build in mechanisms to sense and identify when job seekers need extra assistance

3.2 Navigating digital services can be difficult and ineffective for people who can't engage digitally



Ensure that people who disengage from digital channels don't disengage from support

3.3 Identifying what services are accessible, available and helpful is difficult and often overlooked, yet highly valuable to support progress towards job plan goals



Support providers to build connections into specialised support services in a structured way

3.4 Establishing easy to access and tailored post-placement support can facilitate job seekers staying in employment when quitting feels like the best option



Base the coordination of post-placement support on an understanding of the individual job seeker

3.5 There are systemic barriers that are difficult for an individual job seeker or provider to address, such as casualisation, transport and long-term English language skills



Design a system that can leverage innovative support options to address systemic difficulties

4 How do we make employment services attractive for employers?

4.1 Recruiting new employees can be time consuming and frustrating, leading employers to recruit the safest bet and use reliable recruitment channels



Accurately refer job candidates with genuine interest and suitable skills

4.2 Employers value service relationships where the individual needs of their business are understood, and what's on offer fits within what they are able to do



Design a system that can engage the most effective employers for higher-need job candidates

4.3 Employers seek ways to improve the chance of making a good investment when hiring new employees and are concerned about losing time dealing with poor attitudes



Directly reduce the risk of hiring the wrong candidate or having long lag time back to full productivity

A user-centred approach to policy



Purpose

In 2017, ThinkPlace worked with the Department to conduct Discovery research into the behaviours, expectations and motivations of job seekers, employers and providers. This research informed policy thinking about the future employment service model.

In 2018, ThinkPlace worked with the Department and Expert Advisory Panel to prototype and concept test policy options with job seekers, employers and providers. Through this process we developed a better understanding of what might work, what doesn't work and why.

This document captures user-centred considerations for core aspects of the design of future employment services. Providing insight into what works, what doesn't work, and what could potentially make it work, rather than suggest solutions.

Complementing Policy Thinking

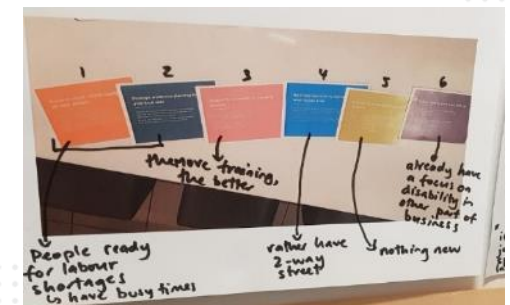
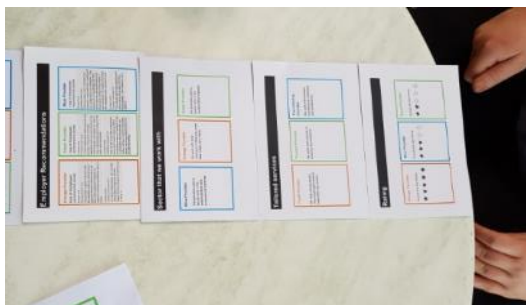
ThinkPlace worked closely with the policy teams to develop a number of scenarios and prototypes around key policy questions to try, test and validate with users. These were based on the most recent policy thinking from the Expert Advisory Panel and Department, covering features of policy design across four key areas:

- Job seeker activation and assessment
- Providers and enhanced servicing
- Employer engagement
- Digital services

We adopted a combination of user testing and qualitative interviews to elicit conversation and feedback that provide deep insights into why certain designs work, and why others don't.

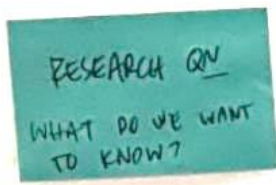
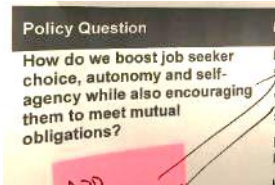
For example, rather than asking users what could make a job plan meaningful and effective for them, we created a number of cards that describe goals, motivations or barriers to facilitate their thinking, and gather their reactions when thinking about their job plan in terms of agency and choice.

Although the report stands alone, it should be looked at next to other, complementary research and departmental datasets.



Bringing the user voice into the Department

We took an inclusive approach to setting up and conducting the user research, working with the policy teams to identify policy questions and concepts, and create prototypes to test.



What questions should we use to guide the user research?

Human-centred design can complement other forms of research evidence, so it is important to consider the research questions and what methods is best suited to them. Below, we have broken the key policy questions down into smaller sub-questions that help with this. We have thought about the research in terms of what (which could be answered using administrative and program datasets), why, how and what next (better addressed through design and ethnography).

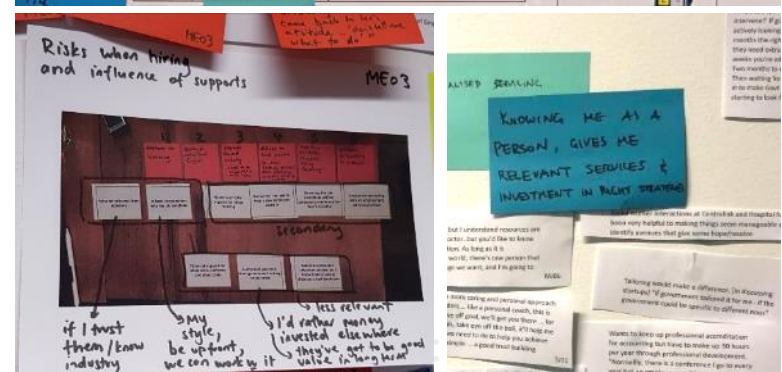
NI: Line of enquiry questions are tailored specifically to the research participant

Policy Question	Research questions	Policy Working Group - Assessment & Activation	Method	Line of enquiry 19/09 April
How do we create assessment focused on understanding a person's strengths, capabilities, motivations, barriers?	What is the content of a person's life that needs to inform assessment? What would motivate a person to share this type of information upfront and correctly/honestly?	Interviews with job seekers Participant observation/ concept testing SRIC's JSCJ research	Section 1.9 Section 3.2	
How could competence assessment capture a person's current and needs?	What questions understands a person's motivations, barriers, capabilities and strengths?	SRIC's JSCJ research	Section 1.9	
What levels of trust do people have with government labour/employment systems? Must have Minimum	How do we build a trusted relationship with job seekers and stakeholders? What does trust look like/feel like for people? How much does a person expect data sharing in exchange for what (better outcomes, choice, services)? How could integrating existing data minimise re-telling a person's story but maintain trust and confidence? What do job seekers feel prepared to disclose and in what contexts of trust (light compliance versus personalisation versus service facilitation)? How comfortable are users with systems that changes and learns?	Findings from UX pilot Interviews with job seekers Participant observation/ concept testing Section 3.2 Section 3.2 Section 3.2 N/A	Section 3.2 and 3.3 Section 3.2 Section 3.2 Section 3.2 N/A	
How can a person's self agency be assessed for digital or other needs? Assessment digital	Is there one or multiple assessments? What are the frequency and timings of assessment if multiple? (cascading approach) How would a person determine if they need additional support (e.g. through intermediaries/careers)?	Interviews with intermediaries Interviews with job seekers N/A	N/A N/A Section 1.4	

We invited Expert Advisory Panel, policy and digital team members out into the field with us to learn first hand from our users.



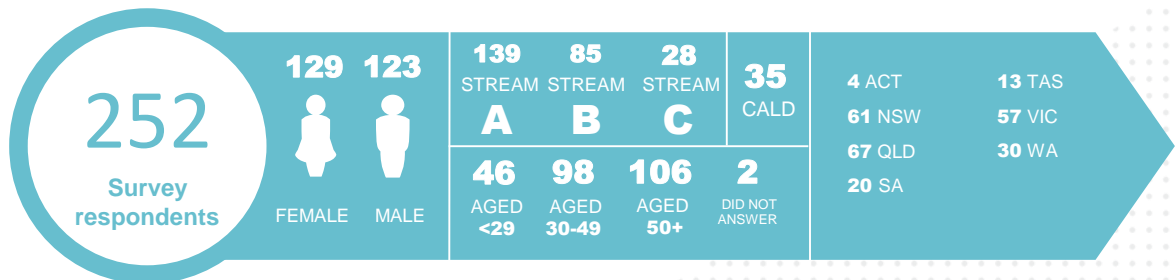
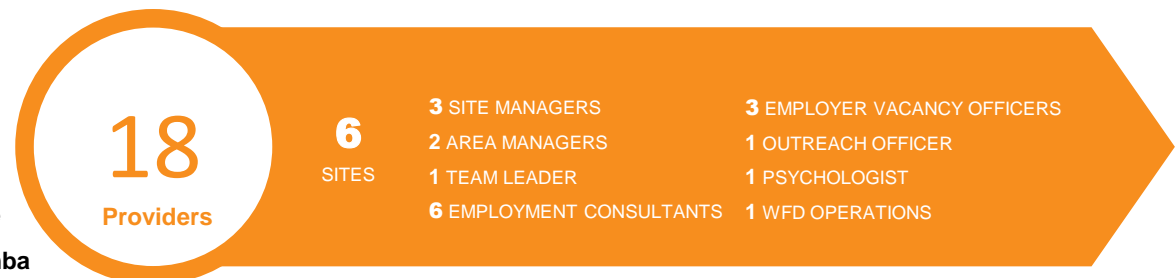
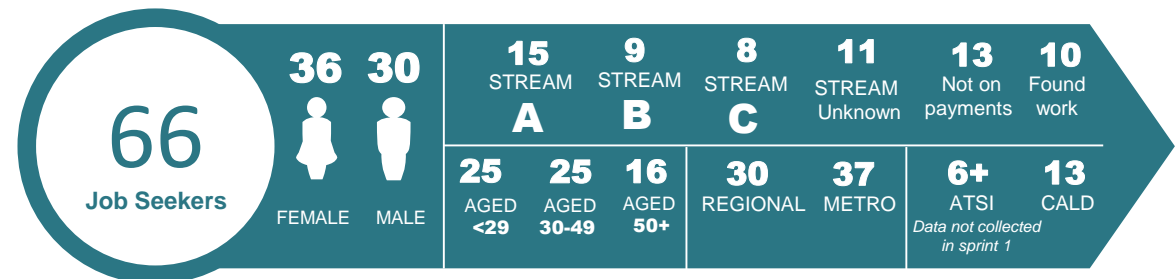
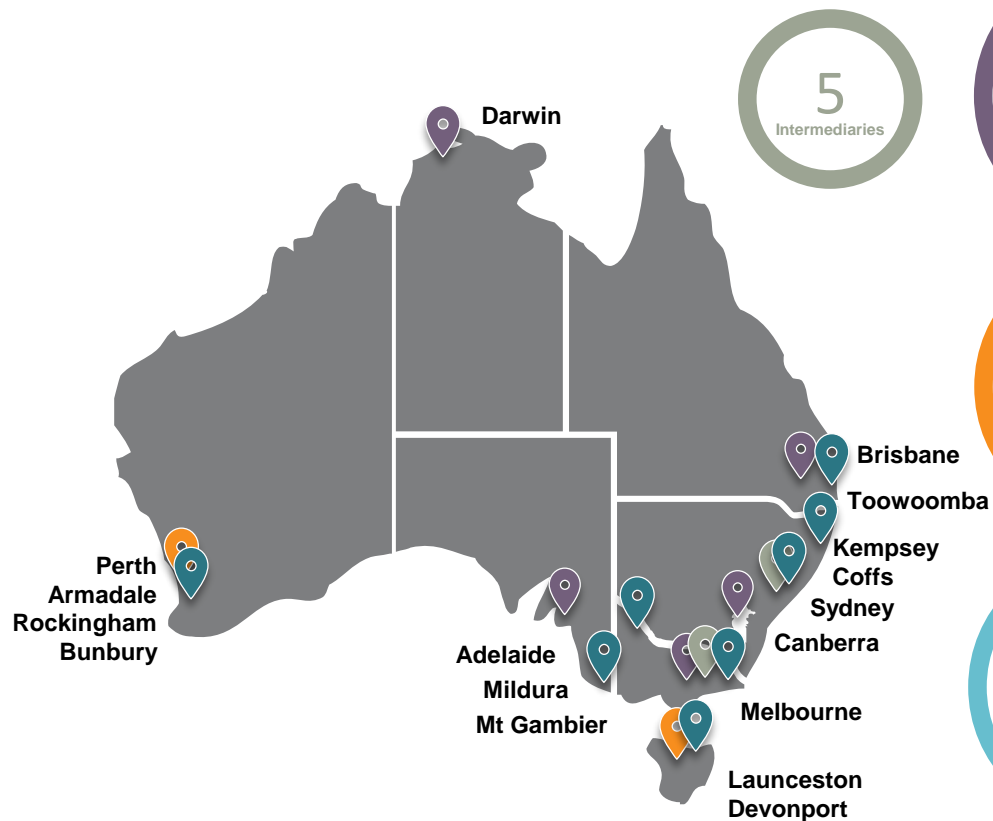
After each field work sprint we held walkthroughs to share insights, iterate our approach and identify the next round of policy questions to explore.



Who did we speak to?

We conducted research over four sprints, prototyping different policy options with people facing different circumstances and from different backgrounds.

We spoke with people who have and haven't engaged with the current employment services system. We engaged across Australia, to conduct interviews, test ideas, and to try and gain a deep understanding of the impacts of policy options.



Summary of insights from Discovery project

ThinkPlace

The following is a list of themes and insights generated during the Discovery project and refined during this project. The Discovery research informed the direction of the future employment services model, elements of which were tested and built upon in this project.

Aspiration



The goals and aspirations of job seekers are their greatest motivation – our challenge is to influence the personal question: ‘what do I want to do with my life?’



Employers are looking for people with desire, motivation and initiative to work in a particular role

Disruption



People have complex needs that need to be addressed before employment can become a priority



What makes a difference to many people is outside the provider’s control

Employability Difficulties



Employers want the right person for the job - they are willing to be good community citizens, but not at the risk of their business



A sense of futility: some barriers to employment present themselves as a vicious cycle that is overcome most easily by getting a job

Living in Unemployment



Looking for work requires external, as well as internal, resilience



Unemployment leads to a downward trajectory

Living with Compliance



Many of the requirements are viewed as just a compliance or punitive task, rather than meaningful actions leading to work



Job seekers often face a lack of choice and autonomy, contributing to a sense of powerlessness

Relationships



The quality of human relationships impacts experience when engaging with employment services



There is a lot of judgement around unemployment – this can break down trust, engagement and relationships



Providers often rely on what is easy to provide – services, training and development through a one size fits all approach



What does job ready mean? People perceive the role of providers according to what they want from the system

Looking For Work And Looking For Employees



Screening and filtering is a central function of employers’ recruitment processes – this is where we intervene



Soft skills are important to finding and keeping work, yet difficult to develop while out of work and education



Some people face significant barriers to engage with digital channels and online services



Word of mouth and local networks still play an important role in finding work in a digital world

Interconnections



Living in a particular place or region shapes your experience when looking for work and accessing services



Interdependent elements of the system are disconnected – people are interacting with multiple government and non-government services



Employment services is a complex administrative environment, burdensome to engage with



The employment services framework is experienced as rigid within a dynamic environment

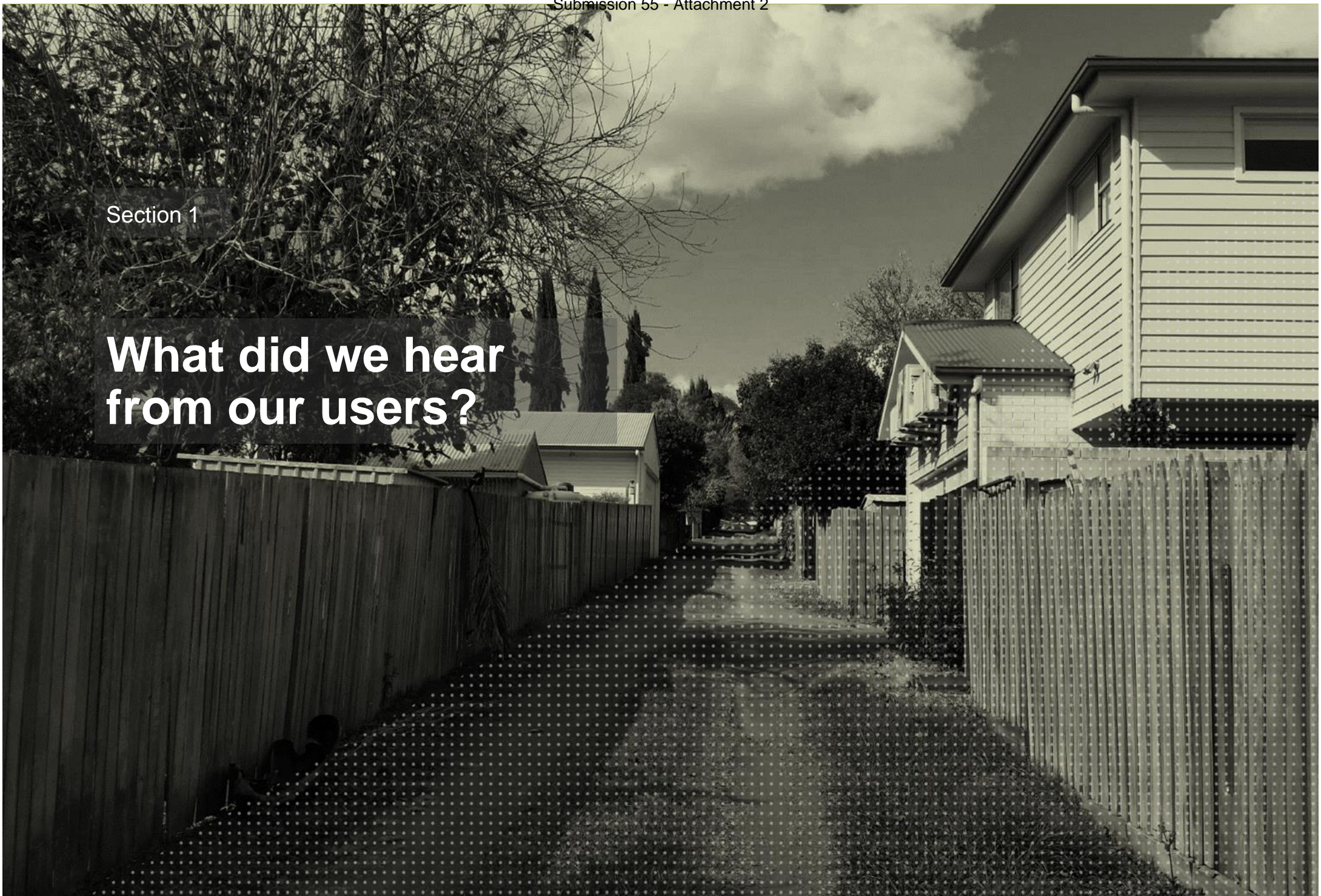
Design principles for future employment services

The following is a list of design principles generated during the Discovery project. These informed the direction of the future employment services model, elements of which were tested and built upon in this project.

USER-FRIENDLY	Make it user-friendly for everyone: The purpose of the interaction can be clearly defined and the user is able to achieve their goal without encountering complexity, while meeting the task requirements. For providers this means simple administration requirements. For job seekers and employers this means it is easy to comply, systems are useable, and services are delivered via digital and non-digital channels.
MEANINGFUL	Empower people and provide them with choice and autonomy: Support job seekers to do meaningful activities that don't feel like a waste of time. Design with empathy, and treat users like people, not numbers. Design a service that resonates with job seekers. Give job seekers the information they need to make decisions.
MOTIVATING	Use people's aspirations and goals to motivate them: Acknowledge that people have their own motivations, goals and limitations. Balance job seeker goals and motivations with the need to move into sustainable employment. Favour sustainable work over a 'job for a job's sake'.
RESPECTFUL	Build trust and respectful relationships: Support connections and engagement. Value people and relationships over administrative requirements. Recognise people are central to achieving our purpose. Create a supportive environment for people to access services.
STRENGTHS-BASED	Focus on the strengths of people: Focus on what people can do, not what they can't do. Focus on strengths, while acknowledging barriers, rather than only focussing solely on barriers.
HEALTHY	Don't harm the wellbeing and mental health of the user: Don't negatively impact our users. Recognise that people don't always acknowledge or voice mental health issues. Acknowledge that being unemployed contributes to mental health decline.
TARGETED	Differentiate compliance response for different users: People are generally willing and able to comply, some are willing but not able to comply for a variety of complex reasons and barriers – many outside their control. Design a compliance and enforcement model that recognises the different reasons that job seekers fail to comply and tailor the response to their circumstances.
TAILORED	Tailor the service offering for different users: Tailor support to those who will most benefit from the service. Give the most support to those least able to find their own work.
ADAPTABLE	Policies and services are dynamic and adaptable: Support local and multiple solutions. Recognise that one size does not fit all. Allow everyone to learn by doing and adapt practices accordingly.

Section 1

**What did we hear
from our users?**





Design Challenges

ThinkPlace

Through our user research we have identified four key design challenges.

These are questions that must be answered to significantly change the experience of job seekers and employers.

By building on the work done during the Discovery project and by testing tangible concepts with users we have gained a greater understanding of the complexities of these challenges.

We have clarified the users' experience in the current system; understood how proposed changes might alter their experience; and identified what else needs to be considered to significantly improve outcomes for both job seekers and employers.

Each design challenge is summarised on the following pages, with the complexity of the user experience behind these design challenges described in the second half of this section.

Zoom Out – Survey Results

We have mapped where survey insights have supported our qualitative findings throughout this section. For further detail on the survey, go to section 3.

DESIGN CHALLENGES

1 How do we boost a job seeker's ability to forge their own path?

2 How do we encourage job seekers to accurately disclose their full story?

3 How do we help job seekers access the supports they need to find sustainable work?

4 How might we make employment services attractive for employers?

What did we test?

The following is a breakdown of what we tested during the project. Our approach was informed through consultation with the ALMA Branch. The policy options which informed the research are outlined below.

1 How do we boost a job seeker's ability to forge their own path?

We sought to understand job seekers' desire and capacity to take a more self-directed approach to the development of their job plan.

We tested what activities job seekers' saw as important in helping them find employment; what support from their provider and/or the employment services system would help them in finding employment; and their ability to assess what would help them find employment.

Policy options that informed our research:

- Assessing a person's self agency for digital or other needs.
- Boosting job seeker choice, autonomy and self-agency while also encouraging them to meet mutual obligations.

2 How do we encourage job seekers to accurately disclose their full story?

We sought to understand job seekers' level of trust in government and employment service providers and how this affects their willingness to accurately disclose personal information.

We tested job seekers' reactions to probing personal questions; their concerns with answering such questions; and what would help alleviate these concerns.

Policy options that informed our research:

- Creating an assessment tool focused on understanding a person's strengths, capabilities, motivations and barriers.
- Understanding the level of trust people have with the employment services systems.

3 How do we help job seekers access the supports they need to find sustainable work?

We sought to understand what assistance and interventions job seekers needed to overcome barriers to employment and what affects their access to these supports.

We tested what support services job seekers saw as important in helping them find employment; what support services had helped former job seekers find employment; job seekers' ability to assess what support services would help them find employment; and the factors that affect job seekers access to such support services.

Policy options that informed our research:

- Providing employment service providers flexibility in assisting job seekers.
- Assistance and interventions to make job seekers more job ready.

4 How might we make employment services attractive for employers?

We sought to understand what would make jobactive attractive to employers and encourage them to hire disadvantaged job seekers.

We tested what service propositions would be most attractive to employers; what perceived risks would need to be managed to make disadvantaged job seekers more attractive candidates; and how to best manage these perceived risks.

Policy options that informed our research:

- Incentives for businesses to hire disadvantaged job seekers.
- The types of assistance and interventions to make job seekers more job ready.
- Better matching job seekers to potential jobs.

1 How do we boost a job seeker's ability to forge their own path?



Design insights

1.1

Exercising deliberate choice can be hard when you don't feel like you have full control over your life when unemployed, low in confidence, isolated or depressed



Critical success factors

Design positive reinforcements that build engagement and internal motivation

Zoom Out 1, 3 & 4



What we heard from job seekers

Give me encouragement and advice

Provide positive reasons to engage so I feel like I'm taking positive steps towards my goals

Show me the value of engaging with employment services

1.2

Speaking up can be viewed as irrelevant when you have low expectations of government and view employment service providers as the compliance arm of Centrelink

Design a system that doesn't rely on people advocating for a good service

Zoom Out 5, 6 & 10

Make it clear when I have a choice

Connect with me so that I can ask for what I want when I'm ready

Ask about my circumstances and work with me to identify an effective plan

1.3

Having a say in the job plan was valued, eye-opening and motivating, and led to choices that align with Departmental expectations of progressing towards work

Provide clear choices and guide the creation of effective strategies towards work

Zoom Out 2 & 6

Keep asking me what I think is needed to support me into work

Give me a reason when I can't do or get support for something

Tell me about alternative pathways and options to build my work skills



Opportunities

1. Re-framing the 'job plan' as a way to articulate goals and identify personally effective activities to achieve those goals has great potential to motivate and engage job seekers.
2. Job seekers who are facing fundamental barriers or crisis situations have an opportunity to visibly track access support and stay engaged towards employment through a personalised job plan.
3. The extra information connected to job plans such as personal interests, different industries could help identify better job opportunities and more effective ways to market job seekers to employers.



Risks

1. If the decision about what is and isn't allowable under the job plan doesn't make sense to a job seeker, then they will lose trust.
2. There's a risk that the gate keeper, whether through a provider or online system, won't have sufficient understanding of the individual value of personalised activities to make fair decisions.
3. Creating job plans through online channels can make it harder to be flexible, explain boundaries and ensure a feeling of fairness and consistency.

2 How do we encourage job seekers to accurately disclose their full story?



Design insights

2.1

There's limited trust in the system, making job seekers reluctant to accurately disclose what's going on in their life



Critical success factors

Reset job seekers' expectations of the jobactive service

Zoom Out 5, 7 & 8



What we heard from job seekers

Give me a choice in whether I disclose information

Let me know what services and supports I could be getting

Look after my personal information

2.2

It can take time to understand what is relevant to share and who job seekers can trust to share personal fears, hopes and difficulties

Design a system that captures and shares crucial information beyond trusted relationships

Zoom Out 7 & 8

Give me time to disclose my full story

Check in to see if anything has changed

Give me someone to talk to

2.3

People are more willing to share information when they can connect it to the service they will receive and see the value they get in return

Show that disclosing information will genuinely shape a personalised service

Zoom Out 8

Tell me how my information will be used

Tell me what's in it for me

Tell me how disclosing information improves the services I receive



Opportunities

1. A well-conducted initial meeting between an employment consultant and job seeker can have significant flow through benefits, drawing out personal information and shaping their expectations.
2. Dedicated time to genuinely listen to a person's story can uncover crucial understanding of how to best help a person into work, connect their story and needs to the available supports and plan their journey to work with them.



Risks

1. Fully online service delivery is unlikely to reveal a job seeker's full story. This means crucial information about barriers, strengths and interests may be missed.
2. Poor management of a job seekers personal information by government or provider systems frustrates job seekers and causes them to distrust the system.
3. Online only service delivery will not capture a job seeker's full story. They may not be connected with supports that could assist them into work earlier, resulting in them being on income support for longer.

3 How do we help job seekers access the supports they need to find sustainable work?



Design insights

3.1

The level of support job seekers require and the impact of that support on their journey towards work is not clear cut



Critical success factors



What we heard from job seekers

Build in mechanisms to sense and identify when job seekers need extra assistance

Zoom Out 3, 6, 9 & 10

Keep me employable, give me the tools to help me find work

Help me get going as quickly as possible

Don't assume I don't need help, check in with me

3.2

Navigating digital services can be difficult and ineffective for people who can't engage digitally

Ensure that people who disengage from digital channels don't disengage from support

Zoom Out 10

Give me an alternative option to digital channels

If something goes wrong with my online engagement, help me quickly so my payments don't get cut off

3.3

Identifying what services are accessible, available and helpful is difficult and often overlooked, yet highly valuable to support progress towards job plan goals

Support providers to build connections into specialised support services in a structured way

Zoom Out 10

Tell me what other services are out there and help me connect

Direct me to affordable, local services

Let me know what would help me, and why



Opportunities

1. Interactions with job providers can serve as a crucial intervention and connection point for jobseekers invisible to other services.
2. If the system can accommodate long time frames and respond when a jobseeker's internal motivation shifts, then intensive case management can help people break out of the cycle of intergenerational or long term unemployment.



Risks

1. By not providing face to face interventions with job ready job seekers, there's a risk that people slip through the gaps and end up disconnected from the labour market.
2. Jobseekers may use digital engagement to consciously or unconsciously opt out of support when they most need it.
3. Job seekers accessing enhanced services will need genuine expert help to make informed choices between possible services and pathways. If the employment services sector is not professionalised to a minimum standard, there is a risk that job seekers will not receive the level of guidance and support required to effectively navigate the system.

3 How do we help job seekers access the supports they need to find sustainable work?



Design insights

3.4

Establishing easy to access and tailored post-placement support can facilitate job seekers staying in employment when quitting feels like the best option.



Critical success factors

Base the coordination of Post-Placement Support on an understanding of the individual job seekers



What we heard from job seekers

Let me decide how much to tell my employer

Talk to me about the personal side of my experience

Don't hassle me during work hours

3.5

There are systemic barriers that are difficult for an individual job seeker or provider to address, such as casualisation, transport, long-term English language skills.

Design a system that can leverage innovative support options to address systemic difficulties

Work with me to develop a long term plan, not just a short term plan

Recognise where I live and what's actually possible

Don't push me into work against my best interests



Opportunities

1. Providing clearer direction and support towards sustainable employment can increase the security of many Australians slipping into precarious employment.
2. Mentoring through the initial period of employment can help a person starting a new role to stay in work.
3. Direct engagement with employers (such as mentoring managers) with the permission of the job seeker, could be an effective support to keep job seekers in work.



Risks

1. Without additional intervention from the government, systemic barriers to meaningful and secure employment will be unaddressed.
2. A model that doesn't recognise regional differences, such as the availability of vacancies could disenfranchise regional communities and job seekers.

4 How might we make employment services attractive for employers?



Design insights



Critical success factors



What we heard from employers

4.1

Establishing easy to access and tailored post-placement support can facilitate job seekers staying in employment when quitting feels like the best option

Accurately refer job candidates with genuine interest, the right attitude and who could do the job

Save me time and energy

Don't over promise and underdeliver

Do as much admin for me as you can

4.2

Employers value service relationships where the individual needs of their business are understood, and what's on offer fits within what they are able to do

Design a system that can engage the most effective employers for higher-need job candidates

Prove that you know the type of candidates I'm looking for

Tailor support so that it works with my existing business processes

Don't send me someone who clearly can't do the job

4.3

Employers seek ways to improve the chance of making a good investment when hiring staff and are concerned about losing time dealing with poor attitudes

Directly reduce the risk of hiring the wrong candidate and reduce the time it takes to work at full productivity

Send me candidates with the right attitude, who want to stick around

Provide backup options, in case something goes wrong

Be upfront about anything that might be an issue or different to what I expect



Opportunities

1. Proactive engagement with employers by providers, before there is a pressing need for new employees, could provide a comfortable runway into a new role for both the job seeker and the employer.
2. A centralised register of eligible job seekers could deliver a pool of local, job-ready candidates to employers.
3. A reliable online platform that can filter applications based on relevance could be a complementary channel to private recruitment platform (e.g. Seek) for many employers.



Risks

1. Wage subsidies are not attractive to many employers. Relying too heavily on monetary incentives could mean that the future employment services system misses willing employers.
2. Fractured engagement from providers or government with employers can make them feel like they're being hassled and cause them to disengage.
3. If this model isn't distinguished from current services, employers may not engage because of their previous associations with jobactive.
4. Setting high expectations, but delivering a mediocre service will lead to a bad reputation.

1 How do we boost a job seeker's ability to forge their own path?

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“It was a bit embarrassing, I was sent by my provider for half a day for seven weeks... I didn't really need to do the course, it was an employability skills course at TAFE, pretty much I can do all those sorts of things.

My network provider basically said we've booked you for it, I'm not sure if I had a choice, I thought I'd go along and find out. Then TAFE said go see the disability [careers] guidance counsellor ... they explained I can do any course for free, they were amazed my provider didn't tell me...

I'm looking at a possible business course to help me get a better job ... I'm a bit more motivated now.”

Job Seeker SJ11

What did we test?

We sought to understand job seekers' desire and capacity to take a more self-directed approach to the development of their job plan.

We tested what activities job seekers' saw as important in helping them find employment; what support from their provider and/or the employment services system would help them in finding employment; and their ability to assess what would help them find employment.

Policy options that informed our research:

- Assessing a person's self agency for digital or other needs.
- Boosting job seeker choice, autonomy and self-agency while also encouraging them to meet mutual obligations.

1 How do we boost a job seeker's ability to forge their own path?

ThinkPlace

1.1

Exercising deliberate choice can be hard when you have a reduced feeling of control over your life when unemployed, low in confidence, isolated or depressed.

To achieve genuine choice we need to actively build a sense of personal drive and control through positive, persuasive engagements

Key insights

- A job seeker's perceived sense of personal agency and control can waver when unemployed. Unemployment can be demotivating and lead to lower levels of self-efficacy.
- Internal motivation improves when job seekers can connect actions to their personal aspirations and strengths. Positive feedback that rewards effort, can build a sense of progressive achievement and build motivation to actively seek work opportunities.
- When there isn't a visible difference between options, choice doesn't feel significant or important. For example, many job seekers report not caring about which provider they went to, until they had a bad experience.
- Carefully designed behavioral interventions, embedded in job seekers' cultural value orientations, can help shift to a more motivating and ultimately more effective system for job seekers – see 'Zoom Out 4'.

Zoom Out 1, 3 & 4



What our job seekers are saying...

"You can go off track, knowing you have to go in there, you're obligated, can help you be motivated ... if I can do that online, send to them to see the evidence, that's a good thing, better than wasting their time and my time"

Job Seeker SJ04

"Don't give me a list, make the appointment. If you don't do it for people who are struggling, 90% won't get a job. It shows that there are people there to help ... build a relationship, a reason to look forward to coming back."

Job Seeker SJ01

[Regarding first appointments:] "It's always basically the same. They look at my history – see I have...[barriers]. I'm always treated like I've done something wrong."

Job Seeker BJ02

"Well the first job agency I went to I didn't really generally have a care, [having a choice] wouldn't really affect it per se, when I went to the second job agency, it's pretty much like an epiphany when you're like, oh, you know I need to do something with my life, then you appreciate these things available to you"

Job Seeker WAJ01



Design positive reinforcements that build engagement and internal motivation

Give me encouragement and advice

Provide positive reasons to engage so I feel like I'm taking positive steps towards my goals

Show me the value of engaging with this program

1 How do we boost a job seeker's ability to forge their own path?

ThinkPlace

1.2

Speaking up can be viewed as irrelevant when you have low expectations of government and view employment service providers as the compliance arm of Centrelink

Don't expect people to advocate for themselves to ensure they receive a good standard of tailored planning and servicing

Key insights

- Choice can feel limited and non-genuine when exercised in the context of compliance-focused conversations. This generally limits the feeling of personal agency. The current job plan is often agreed to without input from the job seeker, as it does not feel like a genuine choice. The role of the provider or online system as a gatekeeper may affect a job seeker's interpretation of whether they truly have discretion to set their own plan.
- When there is low awareness of what's available and possible, there's an expectation that a government-funded system won't be very helpful or account for their goals. This means people don't think to ask or argue for services that will meet their needs.
- Many of the job seekers we spoke to had low confidence or were experiencing personal difficulties, and didn't feel comfortable articulating their needs clearly. Direct questions and skilled observation may be required to ensure that their needs are met and they receive effective services.

Zoom Out 5, 6 & 10



What our job seekers are saying...

"My jobactive [provider] simply does not care what my needs are, and what my barriers are to employment. I'm just a number, and I just get ticked and flicked every time I'm there."

Job Seeker Survey

"It's the terms and conditions of getting my payment, so there's no choice, I'll tell them what they want to know."

Job Seeker MJ06

"They should ask 'what do you need to get over the line?' I might've said 'study', they never asked me the question, I didn't know."

Job Seeker SJ11

"I assume that the Government education services would be very basic. How to apply for a job, tafe and uni options. Stuff I already know. It makes me seem pretty judgmental. But I'm judging it, it's based on Government it's not going to be specific."

Job Seeker MJ06



Design a system that doesn't rely on people advocating for a good service

Make it clear when I have a choice

Connect with me so that I can ask for what I want when I'm ready

Ask about my circumstances and work with me to identify an effective plan.

1 How do we boost a job seeker's ability to forge their own path?

ThinkPlace

1.3 Having a say in the job plan was valued, eye-opening and motivating, and led to choices that align with Departmental expectations of progressing towards work.

Active guidance is needed to build awareness of available options and to clearly articulate short and long term goals, supported by effective strategies

Key insights

- Having the opportunity to shape the activities that feel valuable and worthwhile was an exciting prospect for job seekers. They expressed that this would allow them to do what they thought would help them get into work and that they wished they knew about possible options earlier.
- Navigating multiple government systems and the different supports and funding options is difficult and unintuitive. Clarifying what can and can't be funded by the Department or other services will help job seekers feel like they have genuine choice and influence.
- It can be difficult to articulate goals and identify effective ways to find work or be work ready for the local labour market, especially if you're changing industries, are demotivated or have low confidence. Long term planning and direction can be lacking.
- A job seeker may have had a personal realisation that drives increased motivation, or they may experience disruptive life events, or gradually they may disengage and lose hope. Assume circumstances will change, learn and adapt as people move through the period of unemployment.

Zoom Out 2 & 6



What our job seekers are saying...

"That would be unreal. The career counsellor from the Government that gives a shit about me personally. Centrelink is not about what you want to do, it's about getting you a job."

Job Seeker MJ06

"Don't just say 'you have to do this', explain to me why ... so I can say 'fair enough' ... They should listen to your needs and explain so you can understand."

Job Seeker SJ04

"[I've worked in various short term or contract jobs for 20 years] It's different in your 40s to your 30s, weeks go by without getting any responses."

Job Seeker SJ10

"I want to get my mental health stuff sorted so I can get into work."

Job Seeker BJ03

"Having an appointment with a job provider every two weeks, especially for something that I don't feel is that relevant to me, like a resume class for two hours, is actually a little – it doesn't make me feel particularly good, and it makes me feel like that my job provider's actually ignoring what I really want and what I really need."

Job Seeker MGJ06



Provide clear choices and guide the creation of effective strategies towards work

Keep asking me what I think is needed to support me into work.

Give me a reason when I can't do or get support for something.

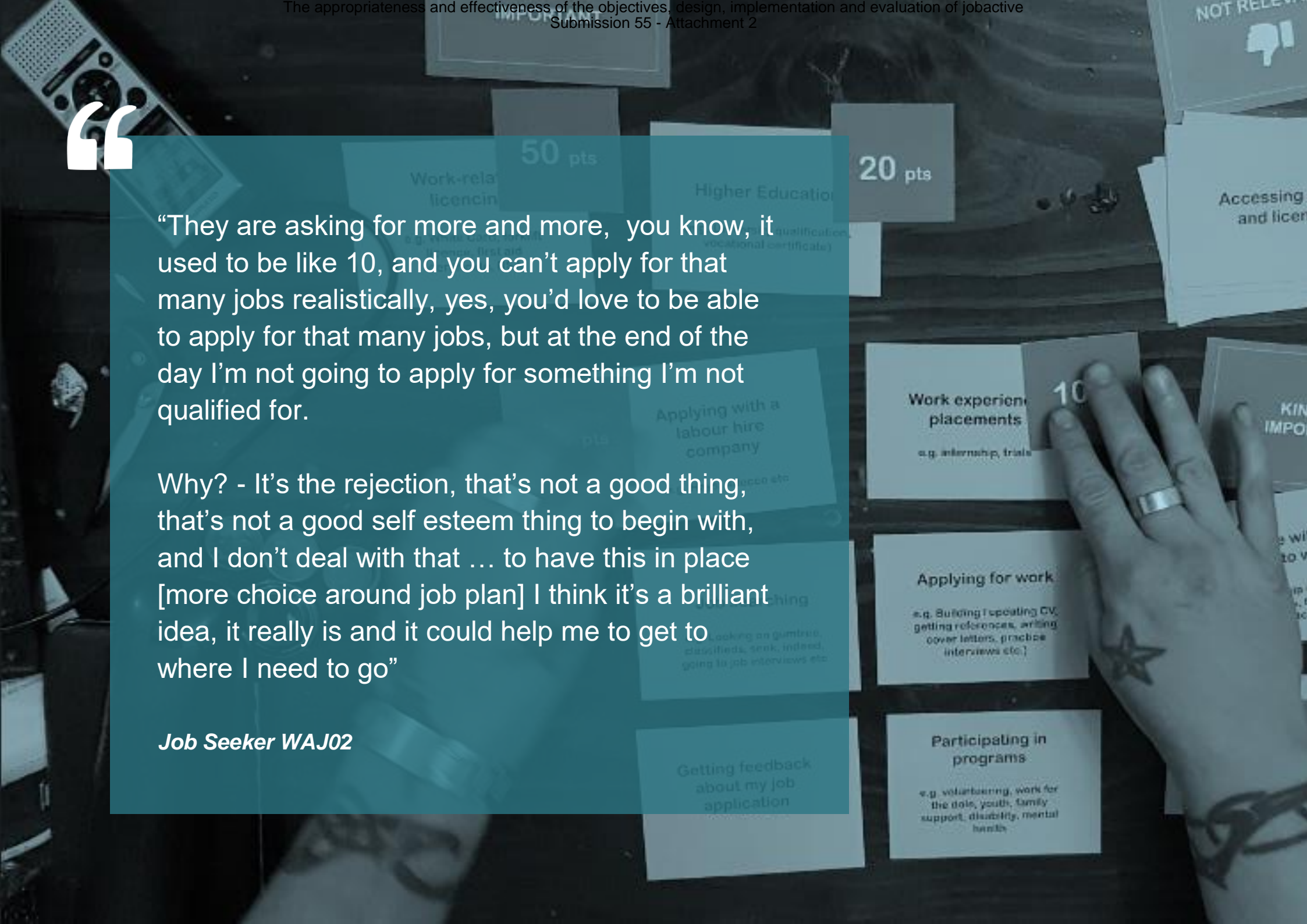
Tell me about alternative pathways and options to build my work skills.

“

“They are asking for more and more, you know, it used to be like 10, and you can't apply for that many jobs realistically, yes, you'd love to be able to apply for that many jobs, but at the end of the day I'm not going to apply for something I'm not qualified for.

Why? - It's the rejection, that's not a good thing, that's not a good self esteem thing to begin with, and I don't deal with that ... to have this in place [more choice around job plan] I think it's a brilliant idea, it really is and it could help me to get to where I need to go”

Job Seeker WAJ02



2 How do we encourage job seekers to accurately disclose their full story?

ThinkPlace

“

[In response to barriers disclosure sheet] “I’m not overly trusting in government departments. And I think that is very personal information that I would not want to share...

I don't feel a lot of this is really pertinent to finding a job. It's more about mental health... I'd be worried it would perhaps be discriminatory, that the information could be used negatively. To me, this is more what you talk to a psychiatrist or a psychologist about, rather than a government agency - or a job provider...

[What might persuade you?] If it was an agency that actually dealt with mental-health issues, I presume, I suppose. And actually were there to support you if they decided you were in need of mental-health support.”

Job Seeker MGJ03

What did we test?

We sought to understand job seekers' level of trust in government and employment service providers and how this affects their willingness to accurately disclose personal information.

We tested job seekers' reactions to probing personal questions; their concerns with answering such questions; and what would help alleviate these concerns.

Policy options that informed our research:

- Creating an assessment tool focused on understanding a person's strengths, capabilities, motivations and barriers.
- Understanding the level of trust people have with the employment services systems.

2 How do we encourage job seekers to accurately disclose their full story?

ThinkPlace

2.1

There's limited trust in the system, making job seekers reluctant to accurately disclose what's going on in their life

Shift expectations of the service and reassure people that responding truthfully won't harm them or their payments

Key insights

- Job seekers' perceived lack of choice in whether to share their information can cause them to provide inaccurate information or leave out details. The provision of genuine choice around what information is shared facilitates honest disclosure.
- Enforcing compliance is seen as the system's primary purpose. Job seekers are reluctant to engage when they believe the system is there to penalise rather than support them.
- Low expectations of the system and employment service provider's capacity to help job seekers find work increases doubt that telling their story will change the outcome of the service they receive.
- There is a fear the information provided will not be handled appropriately and job seekers will have to repeat their story again and again. This can be confronting given some of the challenges job seekers might be facing in their life.

Zoom Out 5



What our job seekers are saying...

"That's the only thing I'd worry about, I don't trust the government, straight up. I don't trust the government at all...I don't have an issue [answering these questions], I personally don't care one way or another...use it as you see fit, just don't shaft me."

Job Seeker MDJ03

"Some of them [provider staff] you don't say as much, you know, you can kind of tell that boundary ..."

Job Seeker WAJ06

"I'm happy to give my information. I'm happy to have services. If I didn't fill this out, I'd have my services cut."

Job Seeker KJ01

"She said 'if you don't want to look for work', 'No, it's not that, my situation is different ... honestly, really, it's a waste of time; she said 'I don't want you to waste my time', I said 'you're wasting my time' ... It would be different if I was bludging, I'm not."

Job Seeker SJ04



Reset job seekers' expectations of the jobactive service

Give me a choice in whether I disclose information

Let me know what services and supports I could be getting

Look after my personal information

2 How do we encourage job seekers to accurately disclose their full story?

ThinkPlace

2.2

It can take time to understand what is relevant to share and who job seekers can trust to share personal fears, hopes and difficulties.

There is great value in a good employment consultant who can build rapport with a job seeker and have conversations that draw out their true need.

Key insights

- Previous experiences of feeling degraded and dismissed when interacting with Centrelink and employment service providers reduces people's willingness to readily share information. It takes time and patience to overcome these previous experiences.
- Circumstances change while a job seeker is in the system. Maintaining relationships and engagement with the job seeker encourages ongoing disclosure.
- Job seekers having to repeat their story again and again is frustrating. Effective recording of a job seeker's individual stories builds trust and rapport.
- The circumstances and stories of each job seeker are unique and complex. The shallow and transactional nature of interactions between job seekers and providers can lead to fears that information may be misinterpreted or misunderstood.
- There is great value in face-to-face service delivery. This channel is not currently being utilised to its full potential and opportunities to understand job seekers' stories are being missed. This might be further exacerbated under an online only service delivery model.

Zoom Out 7 & 8



What our job seekers are saying...

"Like when I lost that job she sat me down and said: 'what's going on? This isn't like you', ahh, I started crying in her office ... someone who makes you comfortable, and so they know what's going on, it makes it a lot easier when they know."

Job Seeker WAJ06

"I opened up to him a lot more. I might talk a lot, but I'm quiet – I keep things, and then I need to earn their trust before I let them know how I feel and what I want, and I need to see what their energy is like with me."

Job Seeker MJ10

"We are people, the way they speak to you is quite rude, they degrade you ... you're just on Newstart, you're no one... they need more empathy, to listen, to be understanding ... don't just say 'you have to do this', explain to me why ... so I can say 'fair enough' ... They should listen to your needs and explain so you can understand."

Job Seeker SJ04

"I'm not overly trusting of government departments and I think that is very personal information that I would not want to share"

Job Seeker MGJ03

"Got in a bit of trouble.. Yea, they would have been able to support me better if I told them my full story, but I didn't want to talk about it. You've just got to deal with your own shit."

Job Seeker MGJ03



Design a system that captures and shares crucial information beyond trusted relationships

Give me time to disclose my full story

Check in to see if anything has changed

Give me someone to talk to

2 How do we encourage job seekers to accurately disclose their full story?

ThinkPlace

2.3

People are more willing to share information when they can connect it to the service they will receive and see the value they get in return.

Explain how sharing information helps the provider and employment services system give them the support they need and will genuinely shape their experience for the better.

Key insights

- Job seekers expect something in return for the information they are providing.
- There is a disconnect between the sharing of personal information (that is not directly related to their employment history or capacity) and the way services are tailored to the individual. This affects willing and open disclosure.
- The perception that the system penalises, rather than incentivises honesty, increases reluctance to disclose this information. Job seekers fear it will make interactions with the system more difficult.

Zoom Out 8



What our job seekers are saying...

"If what I'm saying [he] just sits there and enters it into a spreadsheet and sends it off, then what's the point? [it needs to actually change how they help me]"

Job Seeker WAJ03

"That's the rules I have to stick to isn't it? I have to sign it or I don't get paid."

Job Seeker BJ04

"I am happy to share information, even personal, if it helps me get a job."

Job Seeker BJ04

"It would be good if you could get matches with positions and courses available. I would want more information on how they got to that though"

Job Seeker MGJ06



Show that disclosing information will genuinely shape a personalised service

Tell me how my information will be used

Tell me what's in it for me

Tell me how disclosing information improves the services I receive



I don't agree with that, that this information can help with that. You need to specialise your questions relating around job stuff. This is personal, people aren't going to talk about this because what if this stuff was happening in the house they'd be too fearful...

If you're going to talk about questions and information relating to getting people job ready or skill ready or going into these service provider it needs to be around that... That's just something that the mentor or the client service provider is going to identify with that person, that individual, anyway once they get to know them.

Job Seeker MDJ05

out of 10 employers recommend
is provider

loyer Anna

shed 3 March 2018

These providers don't understand my business. I need staff with a specific skill set, qualifications and certificates. They send me 4 or 5 candidates that don't even have the right qualifications and have never worked in the industry. I can't hire them. It's a waste of my time, the candidate's time, everyone's time!

Employer Janine

Published 3 November 2017

This provider won't stop harassing me! I get so many phone calls from them, almost weekly, I don't need any more staff!!!!!!

3 How do we provide access to support and services that help people into sustainable work?

ThinkPlace

“

"I told them about chronic pain and they pushed me out to look for work... I was distraught the day I left Centrelink ...

I made a stupid comment, like I'm going to blow this place up ... they said do you want to speak with a social worker?

I said yes, anyone, the social worker had a chat with me, I calmed down, we had a coffee talked it through ... she said there is a way, they approved the claim on the spot...

she turned me around for two years, thank God she helped me out, because that was manageable”

Job Seeker SJ01

What did we test?

We sought to understand what assistance and interventions job seekers needed to overcome barriers to employment and what affects their access to these supports.

We tested what support services job seekers saw as important in helping them find employment; what support services had helped former job seekers find employment; job seekers' ability to assess what support services would help them find employment; and the factors that affect job seekers access to such support services.

Policy options that informed our research:

- Providing employment service providers flexibility in assisting job seekers.
- Assistance and interventions to make job seekers more job ready.

3 How do we help job seekers access the supports they need to find sustainable work?

ThinkPlace

3.1

The level of support job seekers require and the impact of that support on their journey towards work is not clear cut.

The lack of timely interventions can result in long term unemployment of otherwise work-ready job seekers

Key insights

- The experience of becoming unemployed and interacting with the system can impact the motivation and self esteem of job seekers who otherwise appear highly capable and employable. Quickly identifying this impact and its consequences reduces the impact on their long term employment outcomes.
- Job seekers' limited resources or awareness of what will help them re-enter the workforce reduces their likelihood of accessing and acquiring the support and tools that will expedite their return to work. The timely provision of advice and associated funding reduces the job seekers time in the system and helps avoid other barriers to employment arising.
- The barriers and aspirations of job seekers are complex and varied. Flexibility in the type and provision of support will assist in meeting the needs of individual job seekers.

Zoom Out 3, 6, 9, & 10



What our job seekers are saying...

"Knowing that's an option ... what it felt like was drop the form and go ... you need to have that chat in the initial meeting so you can get started straight away"

Job Seeker WAJ03 (Stream A)

"So I think maybe that after six months it might be stretching it out a little bit too much, I think within that first three months you should be getting people in, getting that course done and by that six months, hopefully, you would have a job."

Job Seeker MGJ06

"It's here, it's in my own head that I've lost that confidence. But I know that I can do it. I just think we need more help to do it. There needs to be better services, especially for mature aged people"

Job Seeker MJ02

"It's a lot of chat. A lot of chat, and not a lot of doing. And when – I think it's a lot of disheartening, if your self-esteem's down. Yeah, sometimes you feel a little bit less directionless"

Job Seeker MJ10



Build in mechanisms to sense and identify when job seekers need extra assistance

Keep me employable, give me the tools to help me find work

Help me get going as quickly as possible

Don't assume I don't need help, check in with me

3 How do we help job seekers access the supports they need to find sustainable work?

ThinkPlace

3.2 Navigating digital services can be difficult and ineffective for people who can't engage digitally

Digital preferences and skills may not align with the intensity of support they require for other work readiness factors

Key insights

- An online platform that makes it easier to report and reduces wasted time going into a provider for transactional activities was valued by some.
- Many job seekers perceived the introduction of an online platform as impersonal and bureaucratic, especially for the less transactional aspects of service delivery. Pushing job seekers to use an online platform may cause them to disengage from the program.
- When digital engagement is off-putting and misaligned with a job seeker's preferred way of receiving guidance and direction, it will be difficult to meet the core needs of job seekers who are feeling lost, demotivated and ineffective in their job seeking.
- Young people can also struggle with using services, navigating the government's digital environments and reporting online.
- Literacy difficulties compound digital literacy difficulties.
- Access to digital devices is an issue for many job seekers - this could be because they don't own smartphones or computers, or can't afford to purchase data credit regularly. In regional areas where local libraries are further away, this can be a significant barrier.

Zoom Out 10



What our job seekers are saying...

"With a digital app, you're just a number in the system. They just want to cut costs. They just want to forget about us."

Job Seeker KJ03

"For me digital is an easier option ... but it was good to get out of the house."

Job Seeker WAJ03

"...It's more efficient to apply online, to do all this online, but the inability to actually – the difficulty in actually speaking to a human person is just – I couldn't believe it."

Job Seeker MJ09

"I hate online, I'm old school, sorry, it needs to be broken down black and white in front of you, broken up with you, sat down and explained to you, you've got to dumb it down for us, dumb it down... No-one's going to do it online, if you say just look online, some people don't have laptops you know, I didn't have a computer for ages, had to go to the library ...please don't ruin it."

Job Seeker WAJ06



Ensure that people who disengage from digital channels don't disengage from support

Give me an alternative option to digital channels

If something goes wrong with my online engagement, help me quickly so my payments don't get cut off

3 How do we help job seekers access the supports they need to find sustainable work?

ThinkPlace

3.3 Identifying what services are accessible, available and helpful is difficult and often overlooked, yet highly valuable to support progress towards job plan goals

Coordinating access to support services, timely interventions and mentoring can help job seekers get needed, quality support

Key insights

- The reliance on the knowledge and networks of individual employment service provider personnel affects the access and consistency of the services job seekers receive. Building more strategic partnerships with external service providers will facilitate improved and more consistent servicing.
- Already disadvantaged job seekers are further disenfranchised when external / enhanced servicing is used as a way to park them and keep them in the 'too hard basket'. External / enhanced servicing should form part of a broader strategy to facilitate job seekers entry or re-entry into work.

Zoom Out 10



What our job seekers are saying...

"Sometimes you don't even know where to go, where to find the avenues to pursue something you want. Job Find, I've asked them. They told me you can ring some of the charity organisations that go round, but you ring those people and they just want you on the phone to get money, to raise funds"

Job Seeker SJ01

"And people say well why don't you try this and why don't you try that. And it's like, 'why don't you try it?' Why don't you pay for it for me for a start because where am I getting the money from? No-one is offering me anything. They offer me a card and say here go to the pools and have aqua therapy with your card, with your healthcare card. It's still \$6 to get it. And living on a NewStart allowance that's not feasible."

Job Seeker MJ04

"... they're just like do you have any family support? Can your family give you money? I'm like no, my family live in New Zealand. And even if they were Australian it's like not everyone can just go and ask their family for money. It's just and I'm 45 and I've got pride and dignity and it feels like they just took it all away from me."

Job Seeker MJ04

"I wouldn't have a clue, this is why I tap into my provider ... they didn't offer any help"

Job Seeker WAJ03



Support providers to build connections into specialised support services in a structured way

Tell me what other services are out there and help me connect

Direct me to affordable, local services

Let me know what would help me, and why

3 How do we help job seekers access the supports they need to find sustainable work?

ThinkPlace

3.4

Establishing easy to access and tailored post-placement support can facilitate job seekers staying in employment when quitting feels like the best option

Don't duplicate internal employer arrangements, follow the job seeker's lead and focus support on their personal comfort

Key insights

- Post-placement support can be the difference between a job seeker staying in employment or not. When complex issues arise in a job seeker's life without additional support services, quitting their job may seem like the best option.
- Post-placement support is also needed to address simple but significant barriers, such as providing fuel vouchers to job seekers in outer urban and regional areas who are unable to get to work prior to their first pay coming through. This is particularly relevant for job seekers who will be serviced through the online platform only.
- The provision of post placement support and particularly the engagement of the employer in the process can be a sensitive issue for job seekers. The provision of post placement support should be determined in consultation with the job seeker.
- Support services need to be coordinated in a way that is tailored to the needs and capabilities of the job seeker, the employer and the provider. This is a three-way relationship that needs to be coordinated and should be considered on a case by case basis.



What our job seekers and employers are saying...



"Not with my employer, no way, no way, uh uh, big no no, not happening, ... that was bad enough, I mean I got that job on my own and they contacted my employer that was really annoying ... if I've gone out and got that job on my own, you don't contact my boss, you contact me who then contacts my boss."

Job Seeker WAJ06

"Mentoring would have been really helpful."

Job Seeker WAJ01

"It's just basically the understanding - that way the employee has an understanding of the job, of the issues that could arise with the job, so they're put on notice before they've actually started the job, which is a good thing. ...So, basically having a plan ready for them and a good understanding of the position."

Employer AE08

"You'd want to know it straight upfront. You would want to know straight off the bat if there is someone else involved. You're going along as normal, and suddenly there is someone there in the background."

Employer TWE01



Base the coordination of Post-Placement Support on an understanding of the individual job seeker

Let me decide how much to tell my employer

Talk to me about the personal side of my experience

Don't hassle me during work hours

3 How do we help job seekers access the supports they need to find sustainable work?

ThinkPlace

3.5 There are systemic barriers that are difficult for an individual job seeker or provider to address, such as casualisation, transport and long-term English language skills

Innovative support options and systemic shifts could significantly improve the experience and outcomes of some job seekers

Key insights

- Soft skills and an understanding of work culture is hard to learn through a course – gaining work experience, work trials and volunteering were reported as significant turning points.
- The lack of affordable transport can be a significant barrier to accessing work, support and volunteering opportunities – especially in regional areas.
- Tight regional labour markets can make it harder to find relevant jobs to apply for. This demotivates job seekers, especially when simply applying for jobs is the main strategy.
- English fluency can be hard to improve once work takes time away from lessons and communication opportunities. A focus on getting a job to achieve financial security can reduce the time invested in improving English skills for better long term outcomes.
- A short-term view of work is prioritised over retraining and longer term work sustainability. Even after gaining some work, people still feel insecure when their long-term prospects are uncertain.
- Access to adequate support services (e.g. mental health, addiction and drug and alcohol counselling services, etc.) can be difficult in many areas of Australia. There's a risk that the enhanced services will refer many people to services which don't have sufficient capacity.
- The future employment services system should aim to help job seekers chart a career path after they leave income support. An online service could help people navigate other services (e.g. training) and reduce the likelihood of them returning to the welfare system.



What our job seekers are saying...

"I want to learn English because my English is very poor... They give us a course but not free. Not free. So when I got job and when I got the money I study. I want to study in aged care, childcare and computer. I very interesting. Yes."

Job Seeker BJ10

"Bus tickets are getting really bull crap. I seen the other day a single trip is nearly \$2.50 or something. When I was going to school a ticket was 80c or 90c and I'm only 27 so it wasn't that long ago. ... I just refuse to get on a bus now because I know it's crap. I'd rather walk back in a storm."

Job Seeker MGJ01

"After moving here there's really been not much work for me here and not much prosperity at all either. I mean, I'm in a position now where I have to look for 20 jobs a fortnight and there's about 20 jobs for me in Mount Gambier."

Job Seeker MGJ01

"When finding a job there was nowhere to work with, I lived in Warratah and there was legit a pub and a petrol station.. There was word of mouth jobs but the travelling distance made it hard to work."

Job Seeker TAJ03



Design a system that can leverage innovative support options to address systemic difficulties

Develop a long term plan with me, not just a short term plan

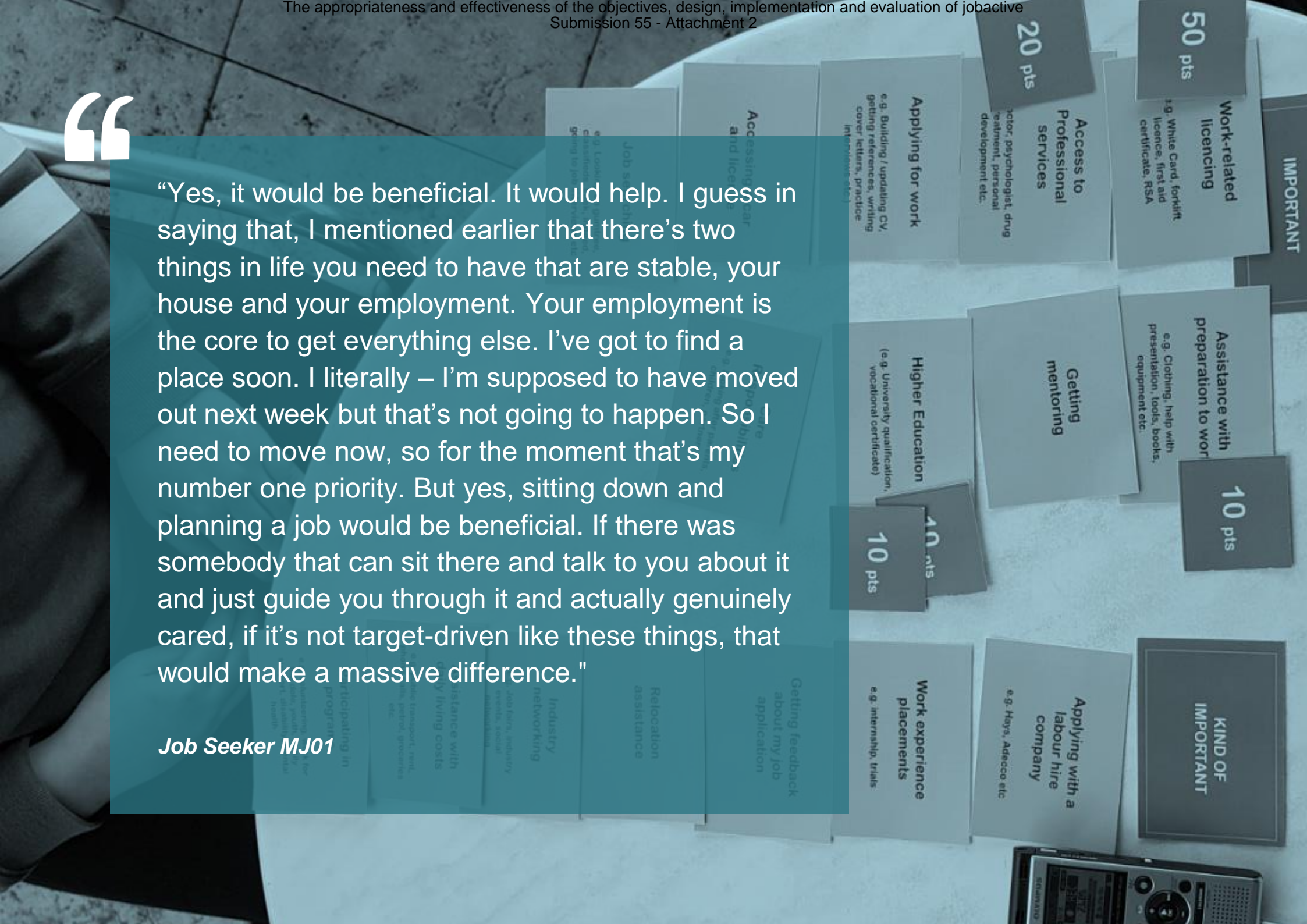
Recognise where I live and what's actually possible

Don't push me into work when it's against my best interests

“

“Yes, it would be beneficial. It would help. I guess in saying that, I mentioned earlier that there’s two things in life you need to have that are stable, your house and your employment. Your employment is the core to get everything else. I’ve got to find a place soon. I literally – I’m supposed to have moved out next week but that’s not going to happen. So I need to move now, so for the moment that’s my number one priority. But yes, sitting down and planning a job would be beneficial. If there was somebody that can sit there and talk to you about it and just guide you through it and actually genuinely cared, if it’s not target-driven like these things, that would make a massive difference.”

Job Seeker MJ01



4 How might we make employment services attractive for employers?

ThinkPlace

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[What would make the job agencies more attractive to use to you?]

“That they have a good understanding of our industry, better than what we do so that they're really able to understand the business needs, and find a suitable candidate...

Or they've got the time to come in and get to know your business and what you do... has a good look at how you run things. Physically comes here and has a look, meets you, goes out and sees the sorts of things you're doing, the sort of welding that we do so that they're really across the sort of candidate. They know the team, they know how we do things here...”

Employer AE06

What did we test?

We sought to understand what would make jobactive attractive to employers and encourage them to hire disadvantaged job seekers.

We tested what service propositions would be most attractive to employers; what perceived risks would need to be managed to make disadvantaged job seekers more attractive candidates; and how to best manage these perceived risks.

Policy options that informed our research:

- Incentives for businesses to hire disadvantaged job seekers.
- The types of assistance and interventions to make job seekers more job ready.
- Better matching job seekers to potential jobs.

4 How might we make employment services attractive for employers?

ThinkPlace

4.1

Recruiting new employees can be time consuming and frustrating, leading employers to recruit the safest bet and use reliable recruitment channels.

Effective job matching and a ready supply of job ready candidates are strong selling points for employers

Key insights

- Recruitment can be a frustrating process for employers, especially when they receive a large volume of job applications that don't meet the skills and qualifications they need in new employees.
- Hiring from employment services needs to reduce the current time and energy spent in recruiting new staff. A pool of job ready candidates was an attractive proposition, as it reduces the time involved in the recruitment cycle, and reduces the risk if a new recruit doesn't work out.
- Any additional support or services attached to hiring a job seeker need to be delivered in a way that doesn't require employers to jump through administrative hoops. Red tape and administrative burden are a strong deterrent for employers.



What our employers are saying...

"Getting a lot of resumes is one thing, but getting a lot of good resumes is another thing. You can get 100 resumes, but you only get 10 or 20 good. So I've found a lot of people applying for the last welder job, trailer-making job, they just talked about hospitality, and they were just sending them direct to me... which is great, but that's not suited for here."

Employer AE02

Regarding agencies: "They promise everything and never deliver."

Employer ME07

"But it's not to say that we get someone that we find with the right attitude and we think they're going to be a good you know candlemaker, we'll give them the training and whatever they need to do that task. If we see a future in them we'll invest in them, there's no doubt about that at all."

Employer ME03

"I need try and get good staff, but even that seems to be a hard thing these days"

Employer ME05



Accurately refer job candidates with genuine interest, the right attitude and who could do the job

Save me time and energy

Don't over promise and underdeliver

Do as much admin for me as you can

4 How might we make employment services attractive for employers?

ThinkPlace

4.2 Employers value service relationships where the individual needs of their business are understood, and what's on offer fits within what they are able to do.

Target the specific type of employer and their recruitment circumstances, not the industry sector

Key insights

- Don't just target employers with low skill requirements and send through candidates regardless of their suitability. Employers' willingness to take job seekers varies not by the industry sector, but by the employer's needs during that recruitment round and within their business set-up. This can vary business to business in the same industry sector.
- Each employer cares most about successfully running their business and that means hiring the best candidates that appear to meet their needs. The primary reasons for judging a candidate to be the best candidate can vary.
- Employers who have previously had bad experiences with jobactive candidates, and no longer engage with employment services, need to see that this model will be different and offer better servicing.
- In the case that employers have had a bad experience, there needs to be assurance that it won't happen again. There needs to be effective employer relationship management to rebuild the relationship in order for them to want to re-engage.



What our employers are saying...

"Providers need to understand our business and the nature of the work we do. They have access to the people we need and should be able to provide the right people."

Employer SE04

"No offence but there is nothing worse than someone who comes in from outside and tries to tell you about your business." "They just don't know the business. The flies the dust, the mud, the rain."

Employer TE01

"The screening process, they just seem to send whoever they've got... There's no way they're going to be able to do the job they're being sent to and it's just a waste of everyone's time. The candidate gets excited, gets ready, spends their time going to an interview that they're not suited for or have no interest in. We waste time interviewing."

Employer AE05

"I was using a number of contacts and then this person actually seemed to always be able to understand the brief so we've developed a closer relationship."

Employer ME07



Design a system that can engage the most effective employers for higher-need job candidates

Prove that you know the type of people I'm looking for

Tailor support so that it works with my existing business processes

Don't send me someone who clearly can't do the job

4 How might we make employment services attractive for employers?

ThinkPlace

4.3

Employers seek ways to improve the chance of making a good investment when hiring staff and are concerned about losing time dealing with poor attitudes

Design supports and incentives that address perceived risks and reduce potential non-financial costs

Key insights

- Risk is a big factor in understanding why some employers choose not to engage with employment services. Stigma is experienced system wide, with some employers fearing that if they hire through jobactive the candidate will not meet their business needs because of poor attitude and barriers keeping them from regularly showing up to work.
- Employers will reject the extra support and subsidies on offer, in order to hire the best candidate on offer. This is one way to de-risk financial and time costs to the business during recruitment.
- There is a risk that employers, who might find the new model appealing because of the job matching capabilities, will not engage because of the strong identity of 'jobactive' and previous bad experiences. There is a risk employers might not realise that the future employment services system will service their needs more effectively.



What our employers are saying...

"It wouldn't probably change my decision to bring someone in, because I would either think that they were going to be a good fit for the role and the culture or not"

Employer ME04

"That goes back to what I might have done 15 years ago, taken a risk with someone, but probably not now. I'm over it"

Employer AE01

"Why haven't you been able to find a job. Long term unemployed. You've gotta ask why. There have got to be issues there.."

Employer TWE04

"We've put in place various mechanisms to ensure that the people who work with us, we're happy with. For instance we have the probationary period, we also now have in place where we wouldn't give people a permanent contract straight up.."

Employer ME08



Directly reduce the risk of hiring the wrong candidate and reduce the time it takes to work at full productivity

Send me people with the right attitude, who want to stick around

Provide backup options, in case something goes wrong

Be upfront about anything that might be an issue or different to what I expect

“

“It doesn’t matter the industry, our roles are getting more and more diverse, okay? So an electrician just doesn’t put power points in and lights in, an electrician does a whole lot of other things... 20 years ago there was a – all these very defined lines of what someone’s job – where it started and whether it’s finished and now it’s just a whole lot of grey, there’s not a lot of black and white, but there’s just a whole lot of different shades of grey so – and that’s, you know, that’s something that we’ve all got to consider, but some people just like having a very, very defined role. Okay and if they’re good at that role that’s okay but that’s all you’re going to do.”

Job Seeker WAJ02

Someone who
might have episodic
related
issues

Section 2

**What is the changed
user experience?**



“

“Things have changed lately so much. I think Centrelink tried to give the job providers you know the capabilities of going, ‘Hey take us seriously or this is it.’ But I think then they've given too much power you know?

Because I've spoken to two Centrelink representatives for both medical certificates and they told me it was ridiculous that I needed to provide a medical certificate for three days, you know when I'm asking to reschedule. ... the guy he actually gave me a number to complain with and he said ‘You know that’s not okay that they're abusing you or that you feel like you're not even getting your needs met at all’. He said ‘That's just not fair. If they are suspending your payments all the time because of this then that's not what they're supposed to be doing.’”

Job Seeker BJ07

About this section

This section describes the changed experience of users in the future from the perspective of job seekers, employers and providers.



What we explored with job seekers:

- / How will the future experience change for our job seekers?
- / What are the key changes in the labour market support system?
- / What are the outstanding risks, issues and questions that need to be resolved?
- / What did we hear when testing elements of the system?



What we explored with employers:

- / What do employers do when recruiting now?
- / What is important to them when they are looking for new people?
- / How could the future labour market support system meet their needs?
- / What are the risks of the proposed changes?



What we explored with providers:

- / What does the proposed model mean for providers?
- / How could it shift their behaviours, business processes and systems?
- / How can the Department design a new administrative system that accounts for actual provider behaviours?

Understanding the needs and experience of job seekers

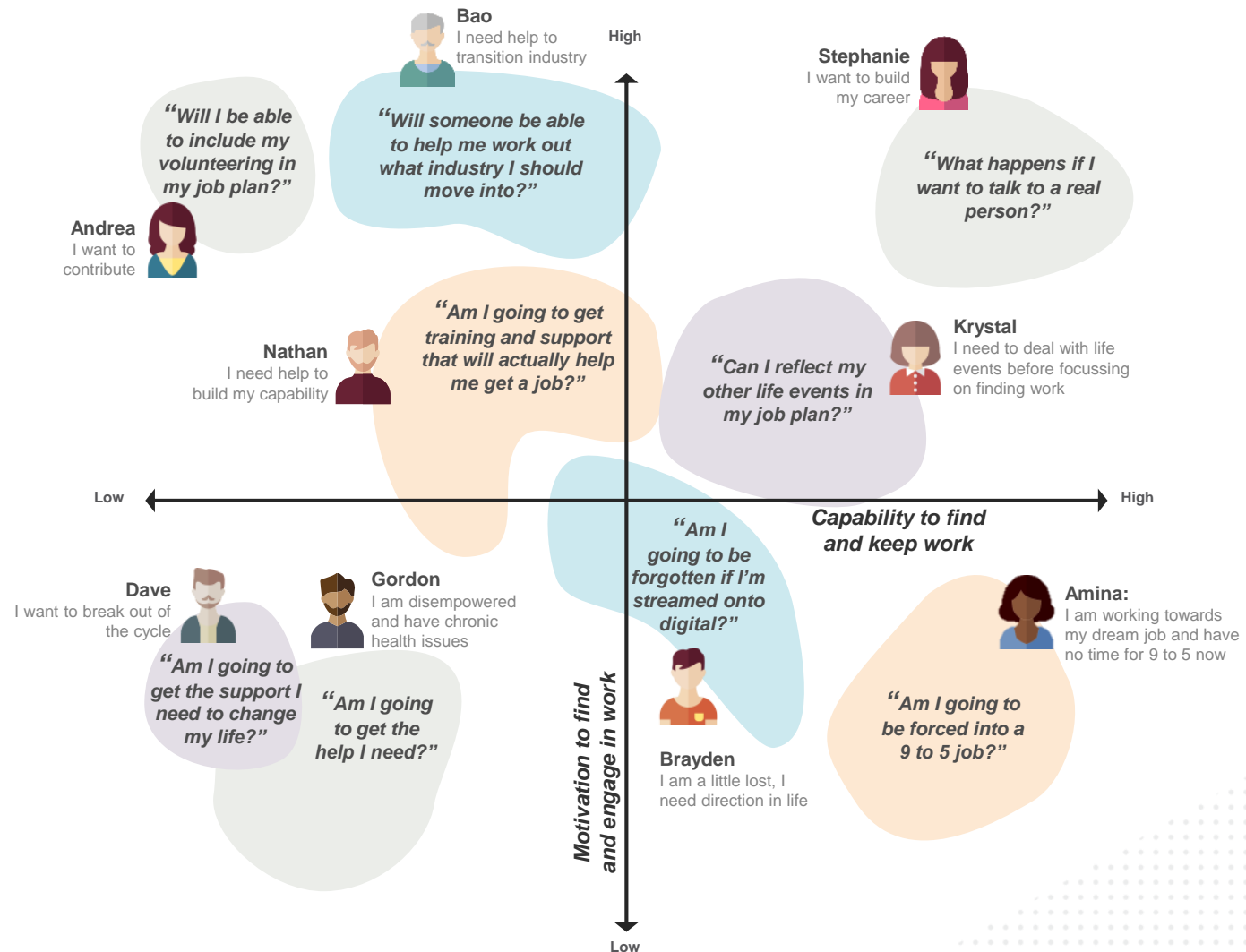
The experience and needs of each job seeker is unique.

Their experience is based on the varied life experience and journey that has led to their engagement with the employment services system.

The changes proposed as part of the Department's future employment services model will also impact each job seeker differently.

We have selected four job seeker personas, developed in the previous Discovery project, to illustrate how the potential changes are likely to alter the experience of job seekers. We used journey maps to show their journey through the new system.

Through this process we have identified how their experience will likely change and identified risks and issues posed by the new model. We have also highlighted some questions that still need to be considered in the policy and administrative arrangements.



Understanding the user journeys

This page describes the elements of the journey maps. Departmental staff can use the journey maps to identify areas that could be improved and test policy settings.

We have explored the current and future experience of four personas:

- Stephanie – I want to build my career
- Bao – I need help to transition industry
- Brayden – I am a little lost, I need direction in life
- Dave – I want to break out of the cycle

For each persona we have included the journey map created during the Discovery phase exploring their current experience under jobactive, as well as a future journey map representing current thinking about their experience with the future policy changes.

Journey context

The high level context of the users journey.

Experience framework

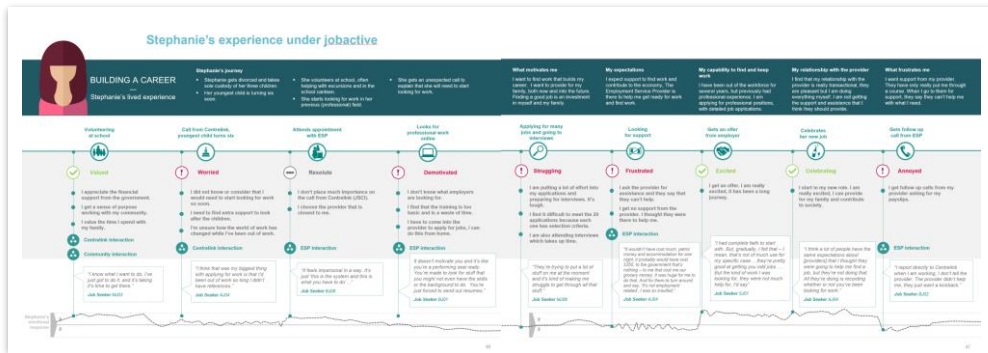
The journey tracks the user's interactions as they engage with employment service providers and other government services.

Design insights

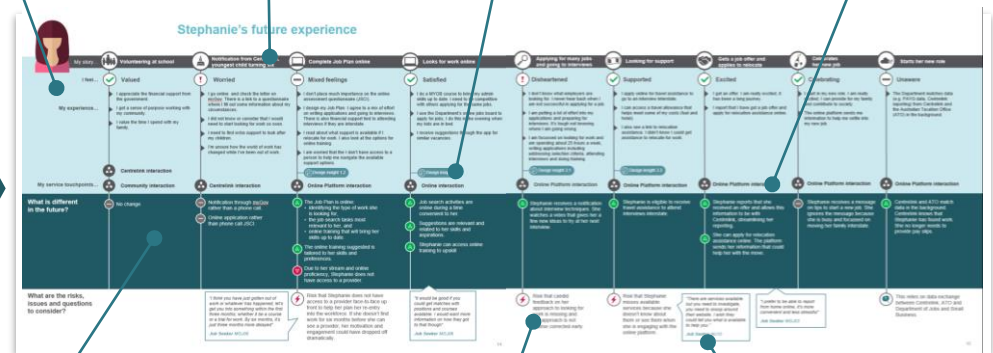
Connections to design insights (detailed later in this report) are highlighted through the journey maps.

Other service interactions

Where users interact with other Government and community services.



Journey Map of Experience Under jobactive



Journey Map of Future Experience

Changes in the future

The key changes in the user's journey as they interact with the service system is detailed in the teal bar.

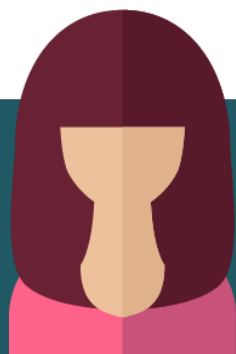
Risks, issues and questions

There are several risks, issues and questions that need to be resolved in the policy and administrative arrangements. These are outlined at the bottom of the page.

Quotes

Direct quotes from the user interviews highlight elements of the user experience.

Stephanie's experience under jobactive

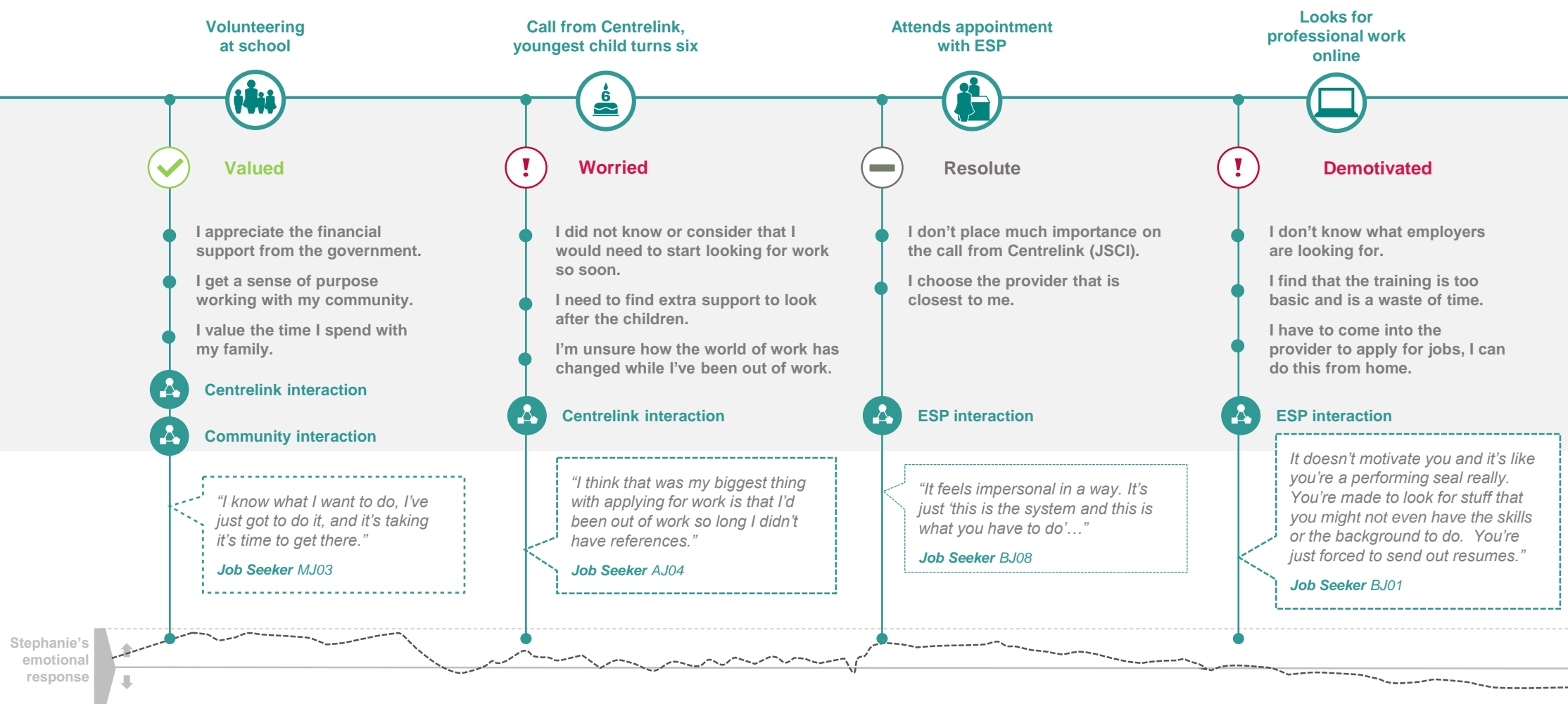


BUILDING A CAREER

Stephanie's lived experience

Stephanie's journey

- Stephanie gets divorced and takes sole custody of her three children.
- Her youngest child is turning six soon.
- She volunteers at school, often helping with excursions and in the school canteen.
- She starts looking for work in her previous (professional) field.
- She gets an unexpected call to explain that she will need to start looking for work.



What motivates me

I want to find work that builds my career. I want to provide for my family, both now and into the future. Finding a good job is an investment in myself and my family.

My expectations

I expect support to find work and contribute to the economy, The Employment Service Provider is there to help me get ready for work and find work.

My capability to find and keep work

I have been out of the workforce for several years, but previously had professional experience. I am applying for professional positions, with detailed job applications.

My relationship with the provider

I find that my relationship with the provider is really transactional, they are pleasant but I am doing everything myself. I am not getting the support and assistance that I think they should provide.

What frustrates me

I want support from my provider. They have only really put me through a course. When I go to them for support, they say they can't help me with what I need.

Applying for many jobs and going to interviews



Struggling

I am putting a lot of effort into my applications and preparing for interviews. It's tough.

I find it difficult to meet the 20 applications because each one has selection criteria.

I am also attending interviews which takes up time.

"They're trying to put a lot of stuff on me at the moment and it's kind of making me struggle to get through all that stuff."

Job Seeker MJ06

Looking for support



Frustrated

I ask the provider for assistance and they say that they can't help.

I get no support from the provider. I thought they were there to help me.



ESP interaction

"It wouldn't have cost much, petrol money and accommodation for one night, it probably would have cost \$350, to the government that's nothing – to me that cost me our grocery money. It was huge for me to do that. And for them to turn around and say, 'It's not employment related', I was so insulted."

Job Seeker AJ04

Gets an offer from employer



Excited

I get an offer. I am really excited, it has been a long journey.

"I had complete faith to start with. But, gradually, I felt that – I mean, that's not of much use for my specific case... they're pretty good at getting you odd jobs ... But the kind of work I was looking for, they were not much help for, I'd say"

Job Seeker SJ01

Celebrates her new job



Celebrating

I start in my new role. I am really excited, I can provide for my family and contribute to society.

"I think a lot of people have the same expectations about [providers] that I thought they were going to help me find a job, but they're not doing that. All they're doing is recording whether or not you've been looking for work."

Job Seeker AJ04

Gets follow up call from ESP



Annoyed

I get follow up calls from my provider asking for my payslips.

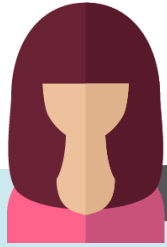


ESP interaction

"I report directly to Centrelink when I am working, I don't tell the provider. The provider didn't help me, they just want a kickback."

Job Seeker BJ02

Stephanie's future experience



My story...



Volunteering at school



Valued

- I appreciate the financial support from the government.
- I get a sense of purpose working with my community.
- I value the time I spend with my family.



Centrelink interaction



Community interaction



No change.



Notification from Centrelink, youngest child turning six



Worried

- I go online and check the letter on myGov. There is a link to a questionnaire where I fill out some information about my circumstances.
- I did not know or consider that I would need to start looking for work so soon.
- I need to find extra support to look after my children.
- I'm unsure how the world of work has changed while I've been out of the industry.



Centrelink interaction



Notification through myGov rather than a phone call.



Online application rather than phone call JSCI.



Complete Job Plan online



Mixed feelings

- I don't place much importance on the online assessment questionnaire (JSCI).
- I design my Job Plan. I agree to a mix of effort on writing applications and going to interviews. There is also financial support tied to attending interviews if they are interstate.
- I read about what support is available if I relocate for work. I also look at the options for online training.
- I am worried that the I don't have access to a person to help me navigate the available support options.

Design insight 1.2



Online Platform interaction



- The Job Plan is online:
 - identifying the type of work she is looking for,
 - the job search tasks most relevant to her, and
 - online training that will bring her skills up to date.



- The online training suggested is tailored to her skills and preferences.



- Due to her stream and online proficiency, Stephanie does not have access to a provider.



Risk that Stephanie does not have access to a provider face-to-face up front to help plan her re-entry into the workforce. If she doesn't find work for six months before she can see a provider, her motivation and engagement could have dropped off dramatically.



Looks for work online



Satisfied

- I do a MYOB course to bring my admin skills up to date. I need to be competitive with others applying for the same jobs.
- I use the Department's online jobs board to apply for jobs, I do this in the evening when my kids are in bed.
- I receive suggestions through the app for similar vacancies.



Design insight 2.3



Online interaction



- Job search activities are online during a time convenient to her.



- Suggestions are relevant and related to her skills and aspirations.



- Stephanie can access online training to upskill.

"It would be good if you could get matches with positions and courses available. I would want more information on how they got to that though"

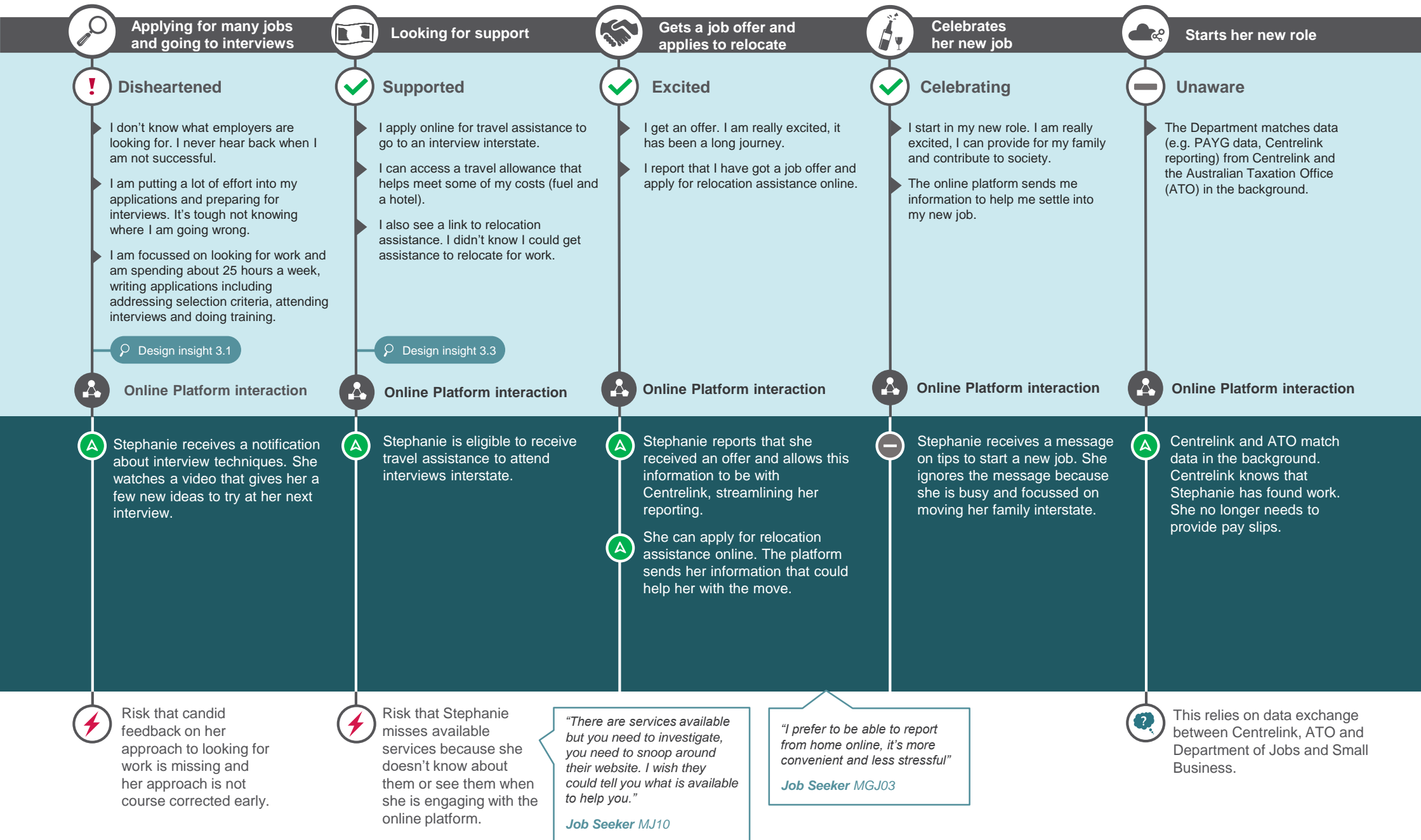
Job Seeker MGJ06

"I think you have just gotten out of work or whatever has happened, let's get you into something within the first three months, whether it be a course or a trial for work. By six months, it's just three months more delayed"

Job Seeker MGJ06

What is different in the future?

What are the risks, issues and questions to consider?



Bao's experience under jobactive



TRANSITIONING INDUSTRY -- Bao's lived experience

Bao's journey

- Bao has extensive work experience in a dying industry.
- He manages to find some casual work from friends and labour hire companies.
- He stayed off Centrelink for as long as possible but has run out of savings.
- Bao is keen to work and save for his retirement.
- He has little to no relationship with his provider and feels that she doesn't understand the type of work he does.
- He prefers to report earnings directly to Centrelink when he finds short-term work as he feels the provider shouldn't get any money when he puts in all of the effort to find himself work and she does nothing.

The factory is closing down



Insecure

- I am worried about my future and if I'll be able to afford to retire.
- I am unsure how my skills will translate into a new job.

"From there, Adelaide markets seemed to collapse in opportunities of just ringing around and getting you work like you used to."

Job Seeker RVJ08

Skills are out dated and no longer relevant



Frustrated

- I am no longer qualified to work on new machinery.
- No one will give me a go or take me on to retrain me. I feel like they think I'm too old and can't learn.

"In business, employers and such now are so different to what they were 20 years ago, again, due to technology. So they're looking for someone to fit into the new scope of work, that have been trained in the new style of work."

Job Seeker AJ08

Savings have run out and I have to go on Centrelink



Hopeless

- I feel embarrassed and ashamed and don't want to have to rely on the Government.
- My savings are running low and am worried about not being able to support myself.



Centrelink interaction

"That's what I'm scared of...I think it would be the same, but I don't know. That's my biggest fear, is coming from where I – and going now to where I want to be, it's going to be hard."

Job Seeker MJ05

Short term contract through labour hire company



Eager

- I am happy to have some work and be back doing something useful.
- I am hopeful that I can build contacts and something further may come of this.
- I am optimistic about future work opportunities .

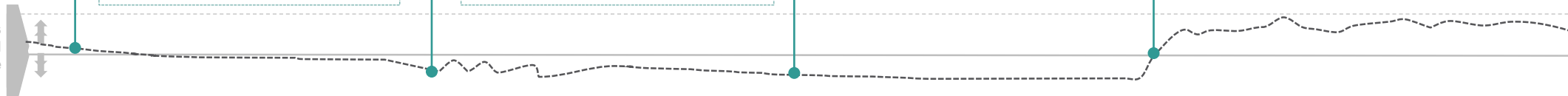


Labour hire interaction

"They made me look for 20 jobs a month - or more, I think it was. Maybe 30 jobs a month. And I'm thinking there's not 30 jobs a month in Adelaide, mate."

Job Seeker AJ08

Bao's emotional response



What motivates me

I really hate being on Centrelink benefits. I like being at work and keeping busy. I have good skills and experience to use. I want to be able to retire comfortably in the next few years.

My expectations

I expect to be able to find some work that will carry me through until I retire. My provider should be helping me and getting my resume out there for jobs. I shouldn't be out of work for long.

My capability to find and keep work

I have worked for a long time but my skills are no longer relevant in my region. I have the capability to upskill and have managed to get a few casual jobs.

My relationship with the provider

I find that my relationship with the provider is transactional and that I don't really have a relationship with them. I think they could be doing more for me and that they are a bit disorganised.

What frustrates me

I have had to tell my story to numerous consultants at the providers as they keep losing my file and they don't understand that there is no longer an industry for me to work in. I need upskilling and they are not helping me get this.

Provider loses information and I have to retell my story



Irritated

- I feel aggravated that I have to keep retelling my story.
- I don't understand how this can keep happening.



ESP interaction

"They're so understaffed... they need more people... another reason why it's so pointless to be there ... because they've got like 50 other people they've got to see that day ... you're just another person."

Job Seeker TJ01

Trying to reskill



Encouraged

- I am trying my best to pick up new skills that are useful.
- I would like to have more help getting new skills . It is hard.



Education interaction

"And that's where I still can't get a lot of head around in - how do I make this person look at me and go, yep. Look, I surely have the different skills and abilities over my years of experience to do multiples of different positions and trades and such."

Job Seeker AJ08

Reach out to network for work



Disheartened

- I prefer face to face but nowadays everything is online.
- I contact friends who, in the past, have given me work.

"I go back to my old ways. I ring around everyone I know."

Job Seeker AJ08

Report straight to Centrelink



Angry

- I have no relationship with my provider, there should be another way to do this.
- I feel like my provider doesn't help me and it costs a lot to go there.



Centrelink interaction

What relationship? I don't have a relationship with my provider!"

Job Seeker BJ02

"They're just useless. They really are useless... they are a waste of time, really."

Job Seeker BJ04

Focused on getting work and being able to retire



Discouraged

- I need work to earn money to be able to retire on.
- Casual work or being out of work isn't going to help my super.

"[I want to] increase my superannuation by means of working now. So putting that away."

Job Seeker AJ08

Bao's future experience



My story...

Bao is a job seeker who:

- Has high motivation to find work
- Has extensive work history in a field with limited work
- Has limited computer literacy
- Uses labour hire companies, word of mouth, local newspapers and previous relationships to find work



The factory is closing down



Insecure

- ▶ I am worried about my future and if I'll be able to afford to retire.
- ▶ I am unsure how my skills will translate into a new job.



No change.



Skills are out dated and no longer relevant



Frustrated

- ▶ I am no longer qualified to work on new machinery.
- ▶ No one will give me a go or take me on to retrain me. I feel like they think I'm too old and can't learn.

Design insight 3.3



No change.



Savings have run out and I have to go on Centrelink



Hopeless

- ▶ I feel embarrassed and ashamed and don't want to have to rely on the Government.
- ▶ My savings are running low and I am worried about not being able to support myself.
- ▶ I go to Centrelink and apply for Newstart.



Centrelink interaction



No change.



Short term contract through labour hire company



Eager

- ▶ I am happy to have some work and be back doing something useful.
- ▶ I am hopeful that I can build contacts and something further may come of this.
- ▶ I am optimistic about future work opportunities.



Labour hire interaction



No change.

What is different in the future?

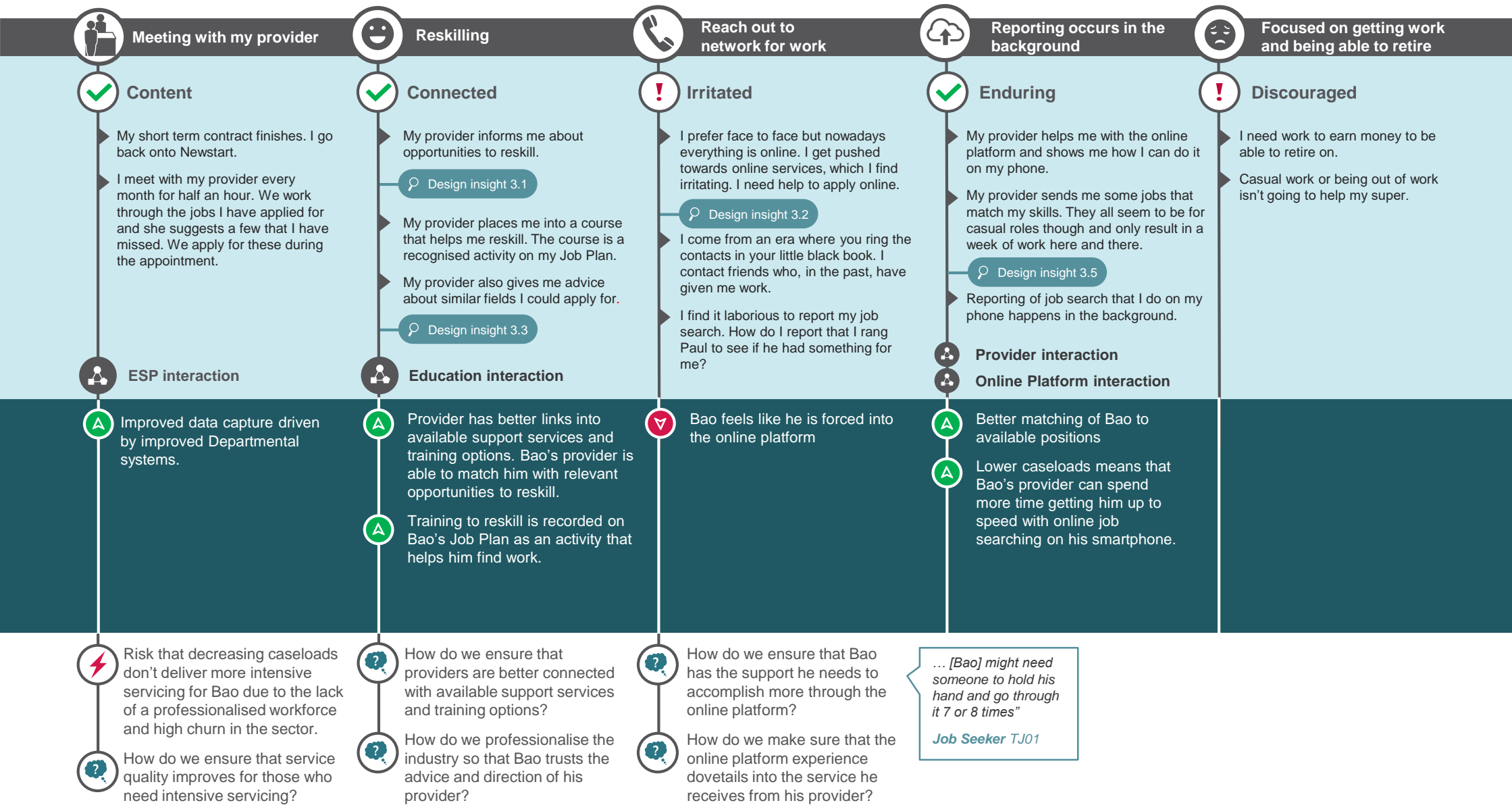
What are the risks, issues and questions to consider?



How might we design a system that connects with transitioning job seekers before they become unemployed?



Risk that the job plan fails to recognise a person's circumstances and doesn't place enough importance on non work-first goals.



Brayden's experience under jobactive



DIRECTIONLESS

--
Brayden's lived experience

Brayden's journey

- Brayden recently finished high school and lives with his parents.
- He has very little work experience and is not sure what to do next.
- Brayden fills in his days by applying for jobs online or in person, and with volunteering.
- Brayden's provider helps him to apply for jobs online, an activity that he already does at home.
- Brayden goes to a job interview, a prospect which makes him very anxious.
- Brayden is unsuccessful at getting the job, but appreciates feedback from the employer.

Finishing high school



Proud

Finishing high school has been my biggest achievement to date.

I still live with my parents, who are very supportive of me.

I get a sense of purpose from coaching a kids soccer team



Education interaction

"It's important to contribute ... you know, volunteering or working. Yeah, I enjoy life."

Job seeker RVJ09

Thinking about my future



Directionless

My only work experience was a short stint in year 10 as a school requirement.

I haven't decided whether I want to study or find a long-term job.

I'm not passionate about working in a particular industry – I don't know what I want to do with my life.

"I did want to go to uni, but then I'm not sure what to study, so I'm just floating around at the moment."

Job Seeker AJ10

Keeping busy and looking for a job



Motivated

I spend my spare time playing sport and working on my fitness.

My coach gives me advice.

I apply for jobs online and drop my resume into local employers.

I don't really care where I work, but it would be nice to have a job.



Community interaction

"So, I'd rather volunteer and apply for jobs that legitimately fit what I can apply for, to save my time and the people at the other end's time."

Job Seeker RVJ09

Relationship with provider



Content

I don't mind my provider, we always have a good chat.

I'm happy to apply for 20 jobs per month, as I would probably be doing that anyway.



ESP interaction

"It's good, they provide a good service, the people are nice and there's lots of jobs available."

Job Seeker AJ10

Brayden's emotional response

What motivates me

I am not really motivated at the moment, and I am uncertain about what I want from life. I enjoy volunteering with a local sports team and working on my fitness.

My expectations

I expect that I will work out what I want to do with my life soon. In the meantime I am happy to work in any job to make some money while I think about my future.

My capability to find and keep work

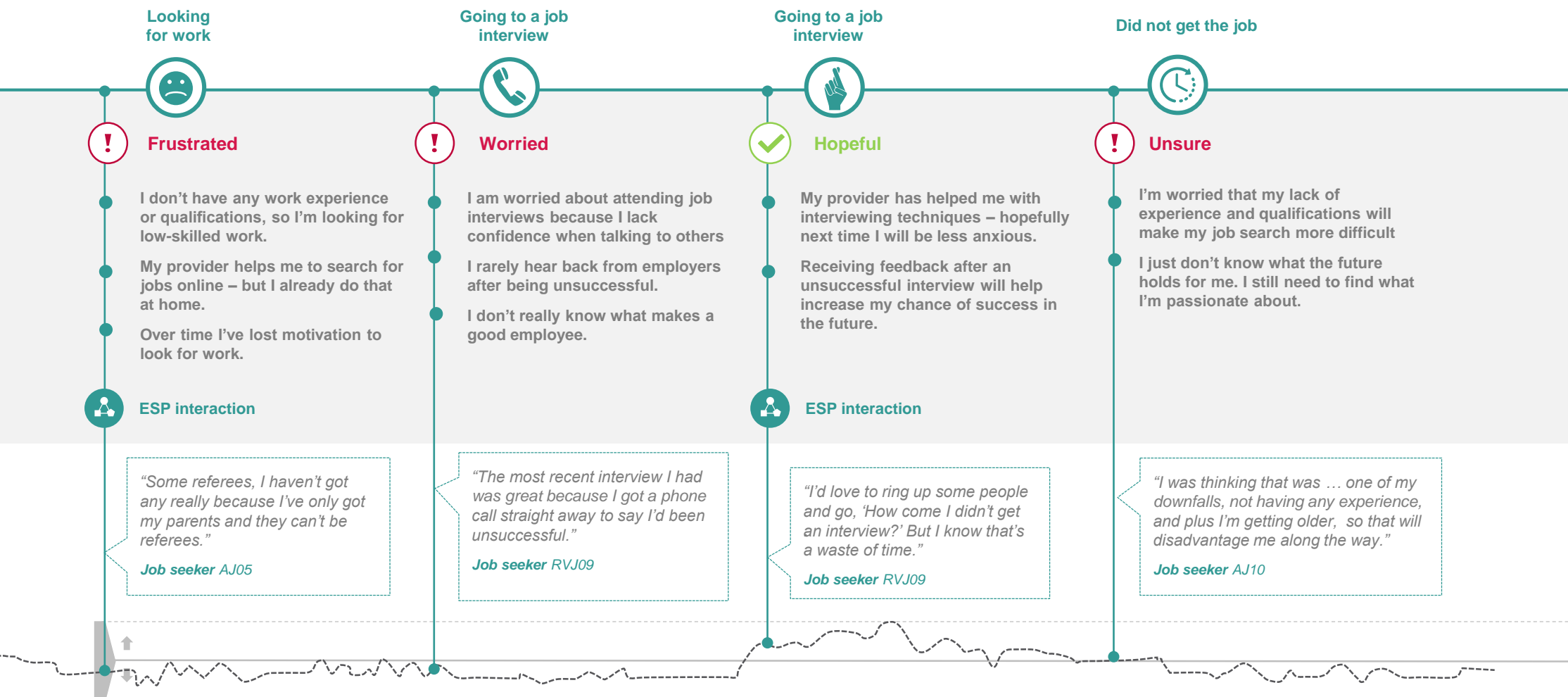
I have plenty of time to look for work, and I do spend some days handing out resumes to local employers. I have reasonably good soft skills and would be capable of holding down a job.

My relationship with the provider

I like my employment consultant – she is nice and I am happy to chat. However, the services she provides are not tailored to my needs and are a waste of my time.

What frustrates me

My lack of work experience means that finding a job is an uphill battle. I rarely hear back from employers when unsuccessful, and there is an attitude held by many employers that young people are unreliable.



Brayden's future experience



My story...



Finishing high school



Proud

- Finishing high school has been my biggest achievement to date.
- I still live with my parents, who are very supportive of me.
- I get a sense of purpose from coaching a kids soccer team



Thinking about my future



Directionless

- I apply for Centrelink online, and am streamed onto the online platform.
- My only work experience was a short stint in year 10 as a school requirement.
- I haven't decided whether I want to study or find a long-term job.
- I'm not passionate about working in any particular industry – I don't know what I want to do with my life.



Keeping busy and looking for a job



Motivated

- I spend my spare time playing sport and working on my fitness.
- My coach gives me advice.
- I apply for jobs online and drop my resume into local employers.
- I don't really care where I work, but it would be nice to have a job.



Applying for work



Apathetic

- I continue to search online for jobs.
- I apply for as many jobs as I can find for unskilled work.
- I rarely hear back from employers

Brayden is a job seeker who:

- Just finished school
- Lives with and is dependent on his parents
- Has no qualifications or work experience
- Feels directionless, with no long-term career goals
- Suffered from ADHD and behavioural issues during childhood
- Experienced bullying at high school which has affected his confidence
- Has mild undiagnosed depression

What is different in the future?



No change.



Online application rather than phone call JSCI.



No change.



Job searching is all done online. This makes it easy for Brayden to meet his job search requirements.



There are fewer chances to build social skills and confidence.

What are the risks, issues and questions to consider?

"Just me getting out and about and looking for work. Go down there and get on the computer thing. Set my goals up."

Job Seeker MGJ08



There is a risk that the assessment tool doesn't adequately account for motivation levels and Brayden is placed in Stream A and serviced online.



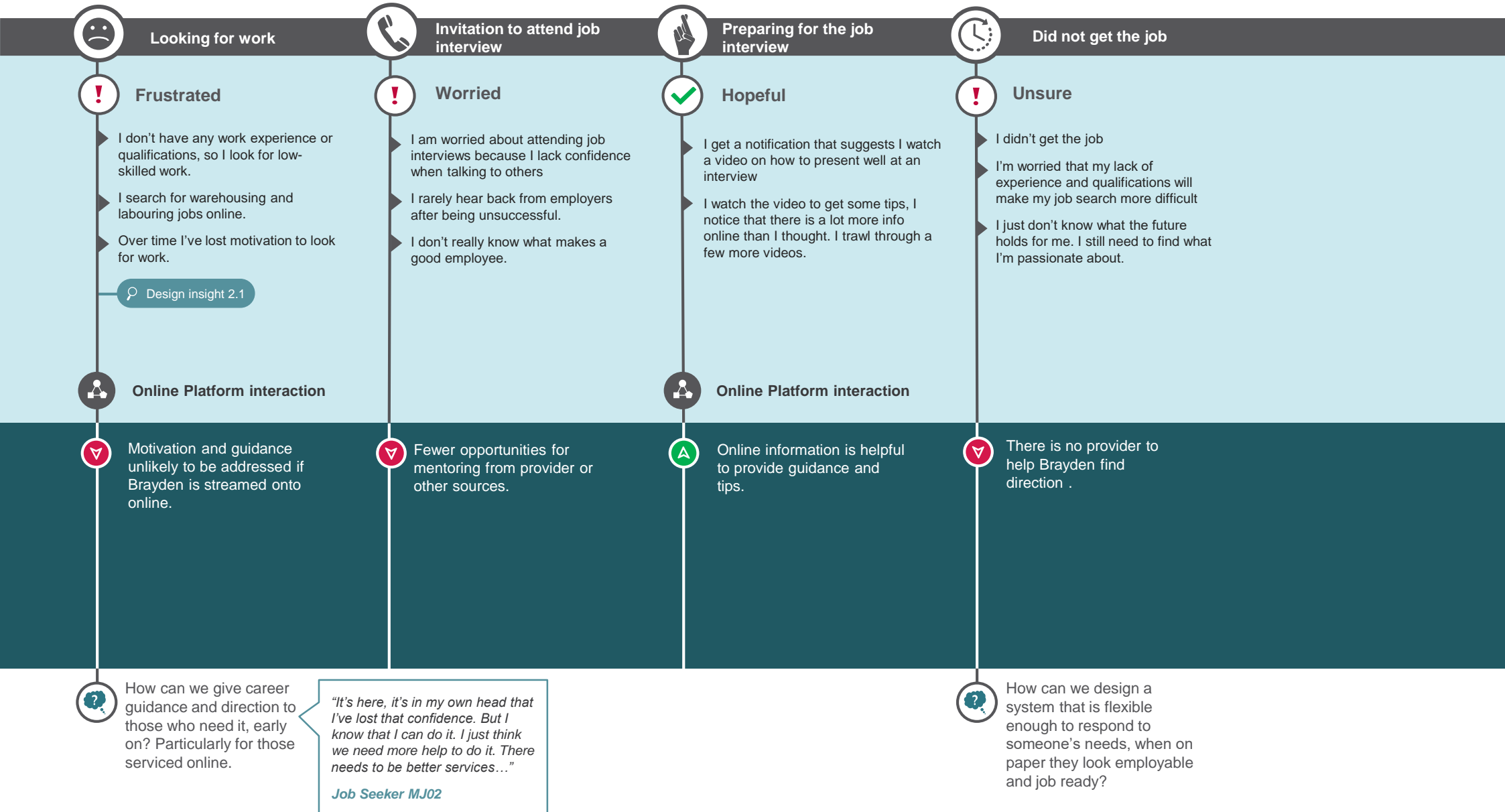
How do we design a system that can identify when digitally serviced job seekers require further direction?

"I have to get these numbers up for that appointment. Because realistically you start to just lose that confidence that you know that it's going to make no difference. If you heard back from someone you'd be like 'Oh wow!' you know? It'd be almost like a shock."

Job Seeker MJ02



Less face-to-face time reduces Brayden's chances to build confidence and social skills.



Dave's experience under jobactive



LONG JOURNEY TO VALUING AND ENGAGING IN WORK -- Dave's lived experience

Dave's journey

- No one in Dave's family has ever worked. While growing up his father was in and out of prison.
- Dave was an outsider at school, he left at the end of year 10 and has been on and off Centrelink ever since.
- Dave spent his 20s hanging out with friends and occasionally doing odd jobs. He wasn't motivated to stay in a job for very long.
- Dave is now 32 years old, and has a partner with three kids, including a new baby.
- In the past Dave let many people down, he wouldn't turn up for appointments and would walk out of work opportunities.
- Dave is trying to turn his life around, he wants a job, and now needs help getting there.

Spending time with friends and family



Content

- I value spending time with my family.
- I can do what I want with my time.
- There's nothing unusual about living on and off Centrelink.



Centrelink interaction



ESP interaction

"I like being unemployed, but the money side of it the bills come in and you've got to pay them and [you've] got no income."

Job seeker AJ05

Going through the motions



Apathetic

- I don't stay interested in things, I don't keep a job for very long.
- I comply to get my Centrelink payment.

"Yep, tick, tick, tick, tick, off you go. Sign this, here's your next appointment. Okay."

Job Seeker AJ08

"[My motivation] That's hard ... I'll lose interest with that and find interest with something else. So it goes backwards and forwards."

Job seeker HJ04

Father passes away



Determined

- I don't want to waste my life.
- I want a better life for my family.

"The older you get the wiser you get, grow out of it. Try and turn my life around, by having work and goals in life... make my dad proud... We did have a rough life growing up. I don't want that for my children."

Job Seeker HJ04

Trying to re-engage



Self-loathing

- I have low self esteem, I don't want to bother people.
- I have trouble communicating, I'm not good with people.
- I have trouble reading and writing emails.



Education system failure

"I don't really like talking to people about - I feel ashamed, sort of thing, if I ask. I'm not smart enough, sort of thing, and I feel like I'd get put down. ... Put down, being judged, sort of thing."

Job Seeker HJ04

Attending appointments



Ignored

- My provider knows I'm a lost cause so they don't spend any time with me.



ESP interaction

"She tries to help that person to go to a job. Well for me, she doesn't do anything ...that's why it's too hard sometimes."

Job seeker TJ02

Dave's emotional response

What motivates me

My motivation comes and goes. No one in my family ever had a job, I don't want to waste my life like that. I want to have a car, pay for the doctor, support a better and more stable life for my partner and children.

My expectations

I expect to find a job I want to go to every morning. I want my provider to help me find a job, to call up and get feedback for me. I know that I have trouble communicating and have no qualifications, I need help.

My capability to find and keep work

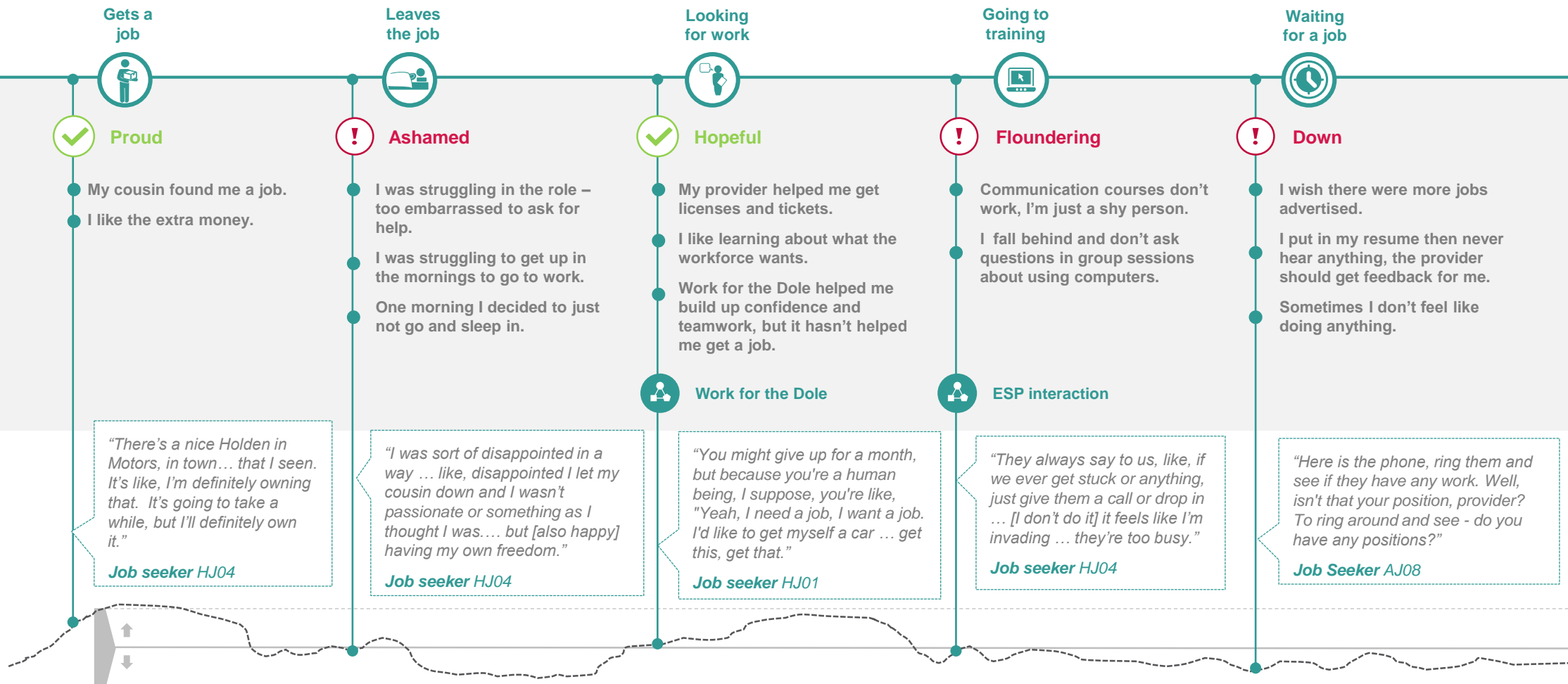
I dropped out of school at year 10, I struggle to read, write and communicate with people. I have low confidence and self-esteem, I have little initiative to do something by myself.

My relationship with the provider

My relationship with the provider is impersonal. My provider spends 5 minutes with me signing off on my job plan. I go to group sessions, but I'm too shy to ask for help when I need it.

What frustrates me

I feel embarrassed and stupid when asking for help. I don't know how I will find a job that I want. I put in twenty job applications, but it doesn't get me anywhere. I have done Work for the Dole several times, it has never helped me get into a job.



Dave's future experience



My story...



Spending time with friends and family



Content

- I value spending time with my family.
- I can do what I want with my time.
- There's nothing unusual about living on and off Centrelink.



Centrelink interaction



Community interaction



No change.



Going through the motions



Apathetic

- I don't stay interested in things, I don't keep a job for very long.
- I comply to get my Centrelink payment.
- I have never really worked before, I don't know what will help me find a job.



Centrelink interaction



No change.



Father passes away



Determined

- I don't want to waste my life.
- I want a better life for my family.
- At my next appointment I talk to my provider and we review my Job Plan.

Design insight 3.3



- The Job Plan is online:
- identifying the type of work he is looking for,
 - the job search tasks most relevant to him, and
 - training that will give him new skills



Trying to re-engage



Self-loathing

- I have low self esteem and trouble communicating with people, I'm not good with people.
- I have trouble reading and writing emails.
- My provider sends me on a course to improve my communication and email skills.
- My provider puts me in contact with a counsellor to work on my self-esteem.

Design insight 3.3



Training interaction



- The training suggested is tailored to his needs and current skill level.



- Counselling is offered to help with Dave's self-esteem



Attending appointment



Ignored

- I feel like I am a lost cause but my provider has arranged longer appointments to help me gain direction.
- I continue to attend counselling.

Design insight 2.1



- Job search activities suspended until my counsellor thinks I am ready



- Training suggestions are relevant and related to his skills and aspirations.

What is different in the future?

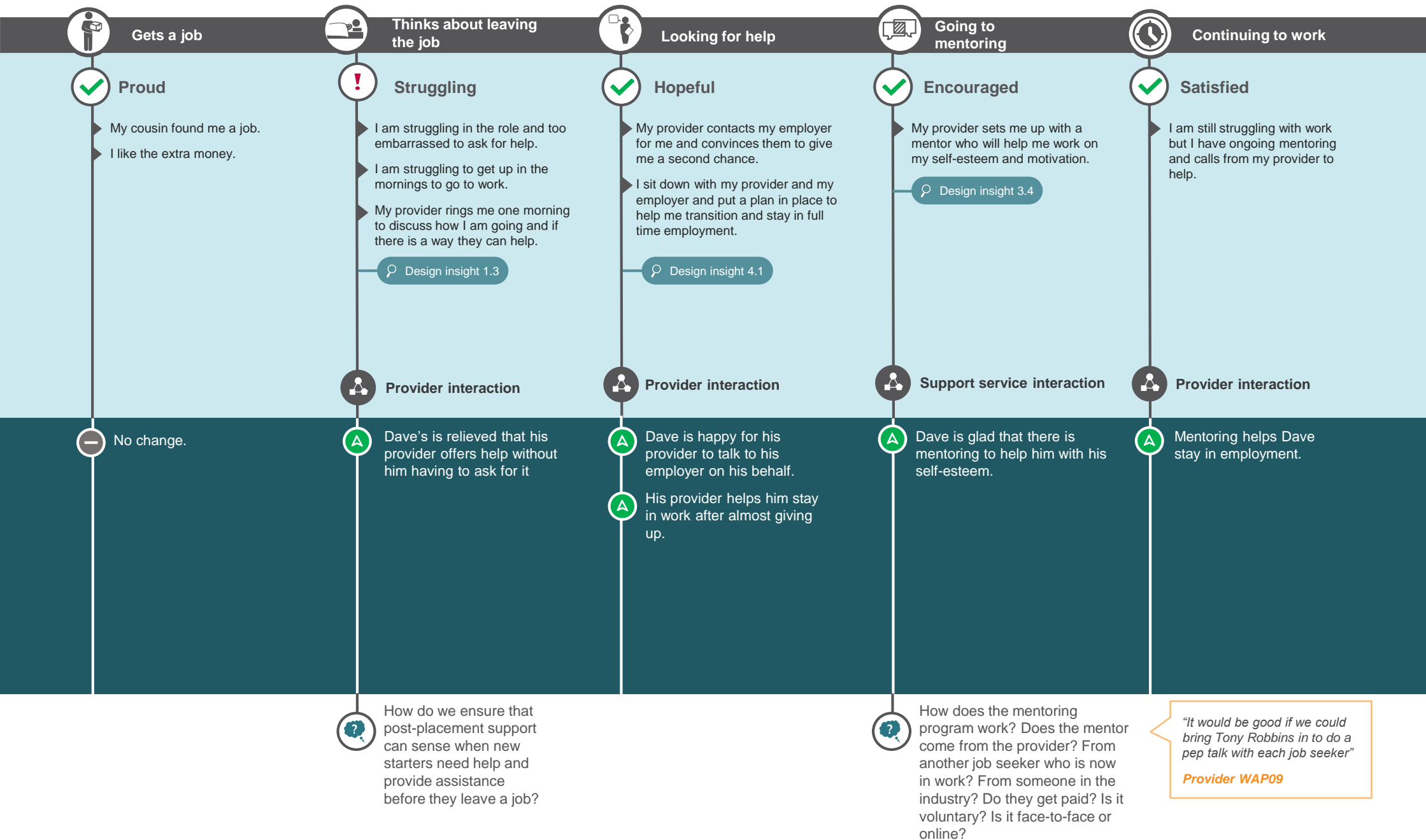
What are the risks, issues and questions to consider?



How can we build a system that senses when a job seeker's motivation has changed and make the most of the window?

"I went to see a psychiatrist for about four weeks, five weeks. ... It helped, gave me a bit more confidence, happier. Bit more motivation to do well, to improve my life and get better."

Job Seeker SJ08



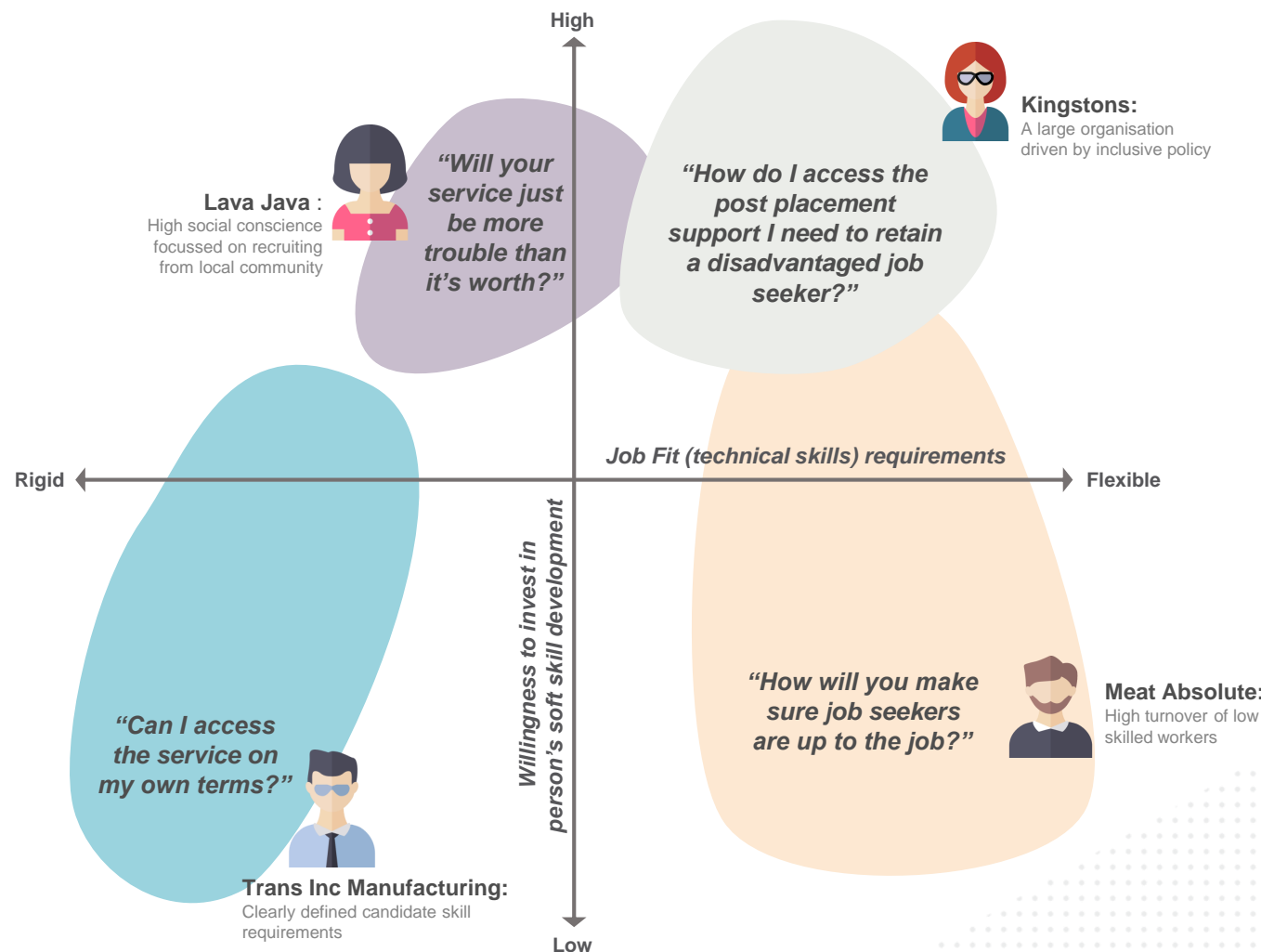
Understanding the needs and experience of employers

The experience and needs of every employer are different.

Their experience directly affects their willingness to engage with employment services when recruiting staff.

The Department's future employment services model will potentially have a significant impact on how employers engage with the services.

We have selected all four employer personas, developed in the previous Discovery project, to illustrate how the proposed changes might affect an employer's likelihood of engaging with the service and their experience once engaged. We have used journey maps to show how the future services model could meet the needs of employers from recruitment to retention of staff.



Meat Absolute's experience



Need to recruit

Meat Absolute is an employer who:

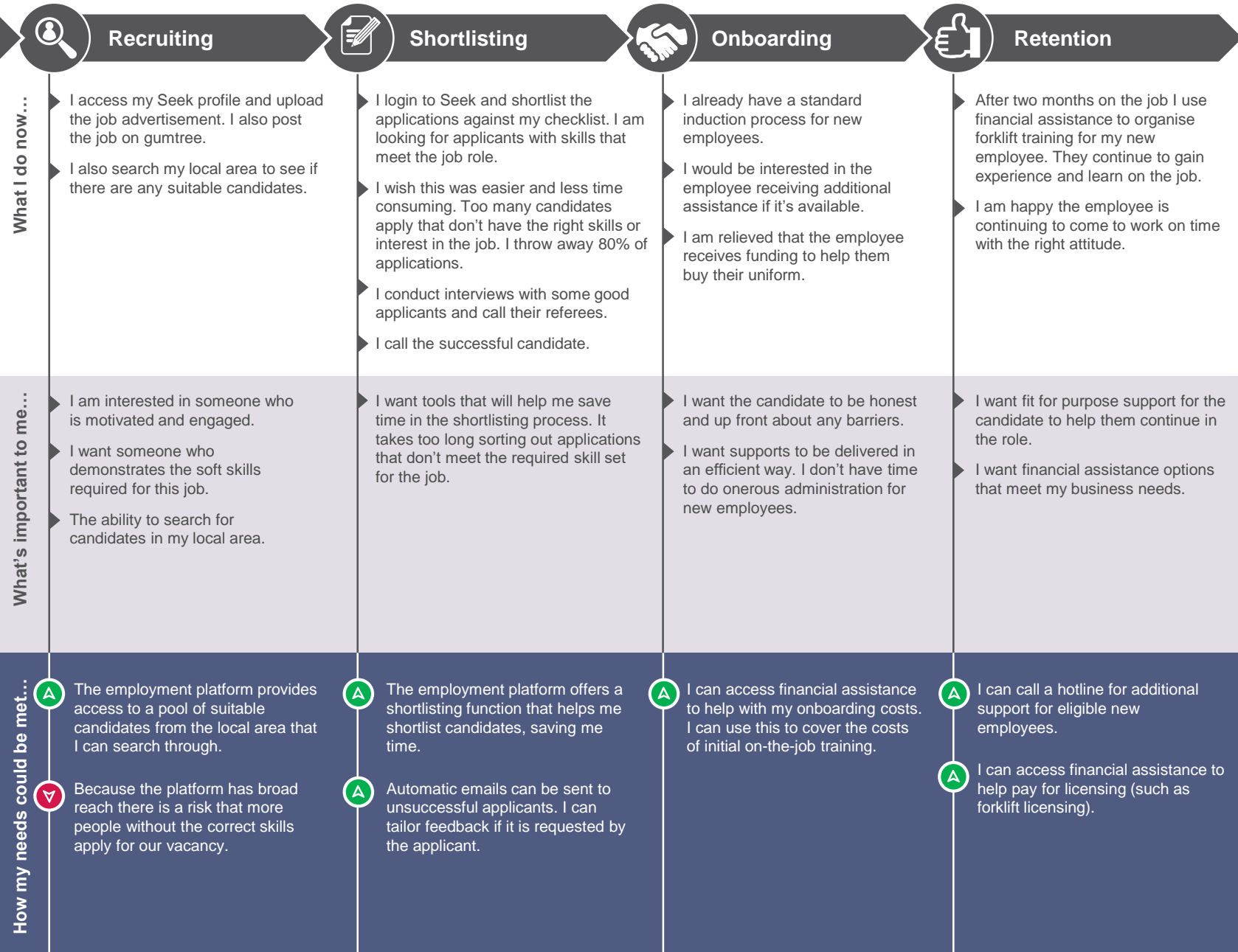
- ✓ Has high turnover of staff due to the nature of work.
- ✓ Prefers to hire for the right attitude.
- ✓ Is willing to train new people.

Drivers to engage:

- High turnover of lower-skilled staff means that I am often recruiting and looking for many channels to recruit through.
- Extra mentoring and support could help with my retention issues.

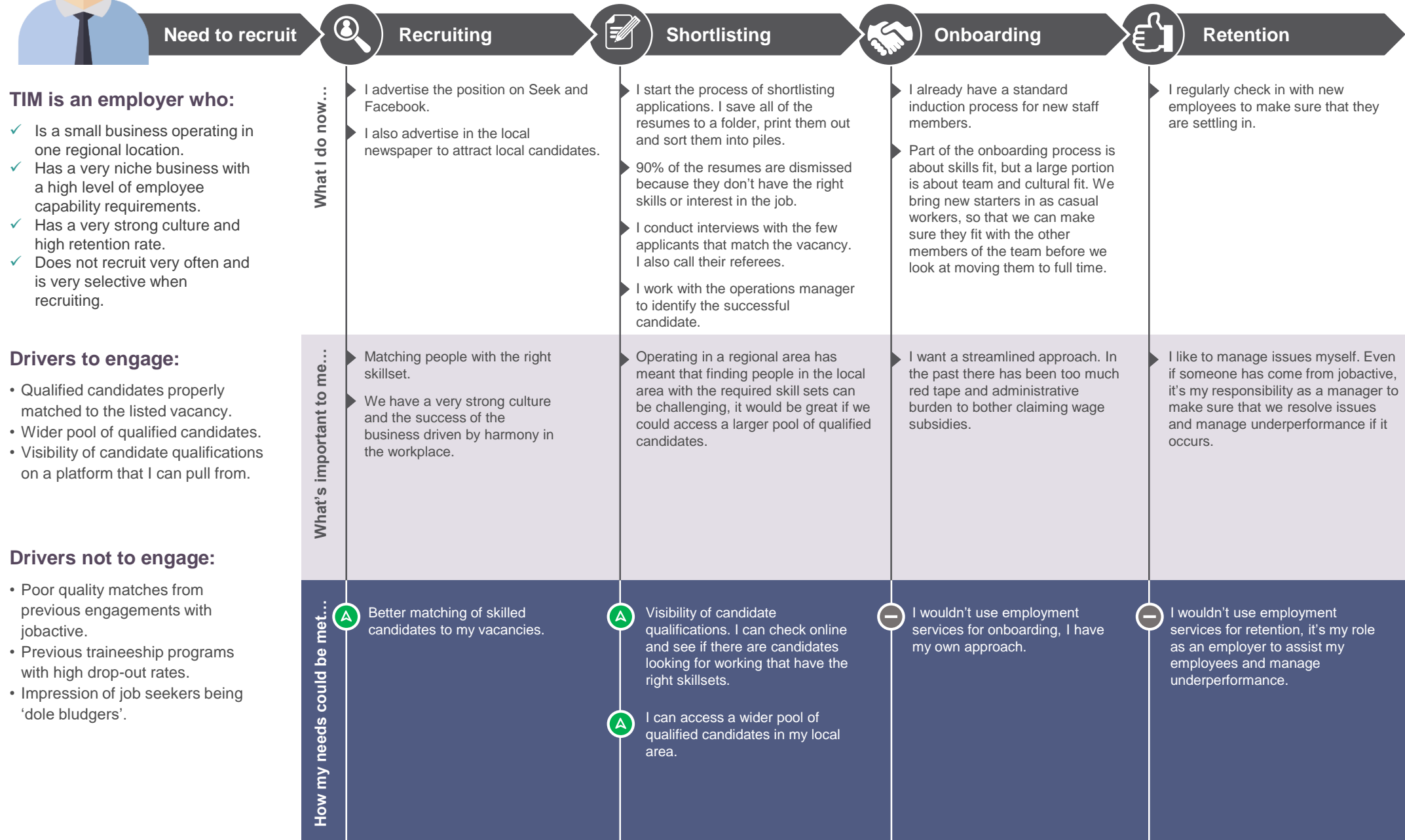
Drivers not to engage:

- When it takes more effort to engage with jobactive than other channels, due to the number of poor candidates being sent through.
- Labour hire offers a more attractive and all-inclusive service, including handling paper work and insurance, and they have back-ups if an employee falls through or doesn't work out.





Trans Inc. Manufacturing's (TIM) experience



Lava Java's experience



Need to recruit

Lava Java is an employer who:

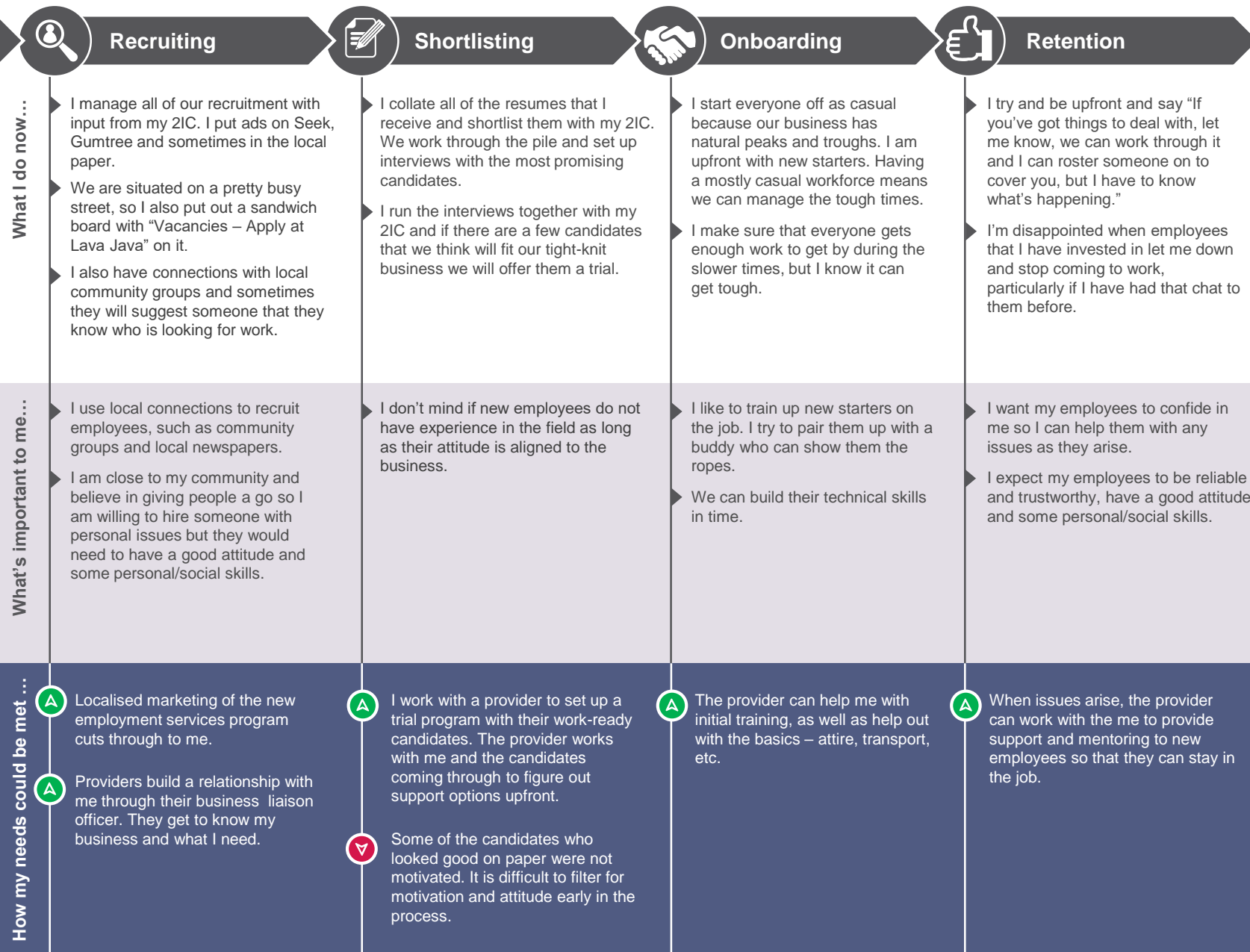
- ✓ Is heavily involved in the local community.
- ✓ Is willing to take on people with barriers to work.
- ✓ Invests considerable effort into her employees and sees them as "family".

Drivers to engage:

- Willing to give people with barriers to work a chance.
- Invested in the local community.

Drivers not to engage:

- Don't know about the program.
- Experience with new employees leaving, rather than seeking help to deal with personal issues.





Kingstons' experience

Kingston is an employer who:

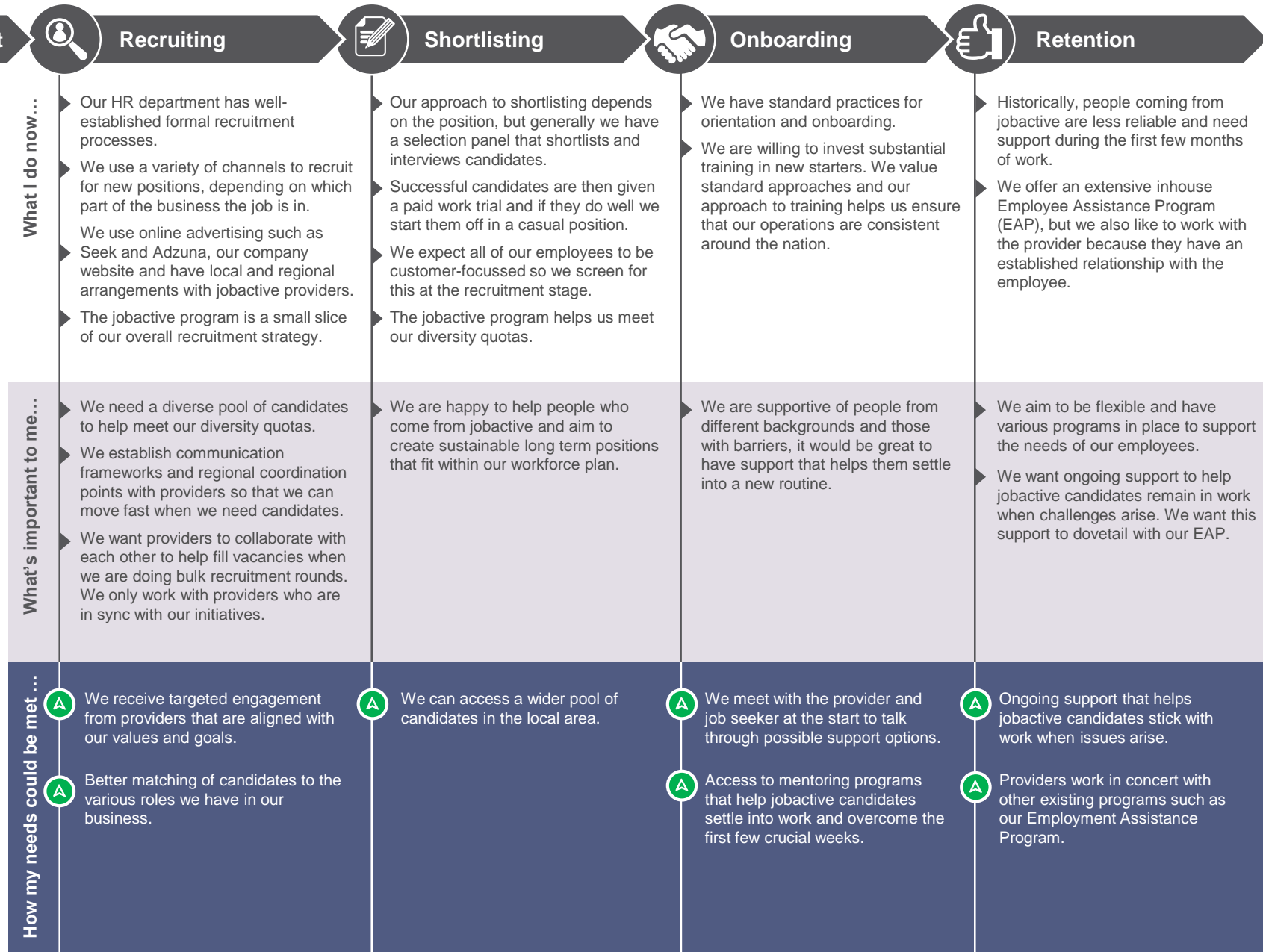
- ✓ Has a large workforce operating in a diverse range of positions including retail, sales, logistics and corporate support roles.
- ✓ Want all their recruitment activities to align with their corporate values.
- ✓ Works on Government contracts that come with social procurement requirements around diversity quotas.
- ✓ Is regularly recruiting staff and is flexible around meeting their needs.

Drivers to engage:

- We like that employment services are a free option. That helps us because we recruit frequently.
- We want targeted and coordinated engagement that aligns to our values and goals.
- We want to grow a diverse workforce that is representative of the communities that we operate within.

Drivers not to engage:

- Providers that don't understand our business or our corporate values.
- Providers who do not collaborate to help us meet our contractual employment targets.
- Lack of consultation from Government.
- Providers spamming us as they compete to try to get a foot in the door.



Understanding the experience of providers

ThinkPlace



We spoke with several employment service providers

This included speaking to different roles within each provider, such as branch managers, employment vacancy officers and career consultants who directly engage with job seekers.

There are many service providers that go above and beyond to help job seekers, not only with their employment, but also connecting them with relevant social services to get their lives back on track.

In many instances however, there is insufficient training for providers and they may not feel confident to deliver service in high needs cases. This could also be due to the high turnover rate within the industry.

When we tested some of the concept policy options for the future employment services model with the providers, they responded that they delivered many of those services already.

How do we influence genuine change across the sector, when much of the quality of servicing is a result of organisational and individual behaviours, skill and culture?

What providers are saying...

"Sometimes it takes a lot of time ... there are other needs that need to be dealt with first ... to get them to a place [psychologically] where they can feel presentable."

Provider WAP04

"Everyone came back to the office shell-shocked [after Targeted Compliance Framework training] saying 'when will we get time to put people into jobs?' ... 70% of our time is taken up in processes."

Provider WAP06

"We set common goals for what we want to get out of the sessions... for those who don't know what they want to do, it can be a bit more of a process, to draw it out and transfer those goals into things which are practical and make sense to them."

Provider WAP04

"Job seekers aren't educated enough in what is expected of them, they don't find out about a change [e.g. compliance requirements] until their next appointment."

Provider WAP02

"It's very interesting that my role is similar to real-estate. In real-estate you have to have listings.. The listings in my role are the vacancies."

Provider TAP02

"I'm here to recommend the people we have got. There's no obligation for them to take my employee but I let them know we're here to support them."

Provider TAP02

"Is coordination of services almost overstepping the mark for what we should be doing?"

Provider WAP01

"We don't have the training to know when to refer someone."

Provider WAP01

"I need time to go out and do reverse marketing, on site face to face."

Provider WAP03

"[Introduction of the Targeted Compliance Framework] It happened really quick ... nobody knows how it will work."

Provider WAP05

"There should be a separate individual compliance officer at each site ... job seekers shouldn't be seen by their own employment consultant for compliance checks."

Provider WAP02

What we've heard...

Support our passionate staff members to influence our culture

Give me time to change our business processes and systems

Explain how my job will change and give me time to learn

Train me so that I can correctly and confidently handle higher-needs cases

How might the provider experience change?

ThinkPlace

How might the future model change the role of providers?





The proposed policy model could facilitate a transformative shift in the employment service sector.

Significant changes that will providers include:

- Greater connectivity and coordination with external service providers and intermediaries
- More intensive case management of disadvantaged job seekers
- Reduction in highly job ready candidates from caseload
- More intensive and productive engagements with job seekers
- Increased connection to digital system and self-sufficiency of job seekers (online reporting and automated compliance measures, etc.)
- Increased expectation of service quality
- More direction and choice driven by personalised job seeker choices

Overall, providers may face a more difficult caseload, and the Department will have stronger expectations of them in return for increased resourcing.

What are the shifts needed to deliver the desired future?

From	To
What is the current experience?	What is the future experience?
The boundaries of the provider's role can be unclear. Some providers distance themselves from a social work approach to addressing barriers - 'My role is only to get people into a job'.	▶ A cultural shift across providers that facilitates a transformation of the provider role: 'My role is to connect people into support services and execute a long-term plan to get people into work'.
Connections to support services are ad hoc and based on personal relationships. Some providers have developed in-house capability to deliver additional social support.	▶ Systematic connections between providers and local support services, with smooth handover processes.
Training for providers focuses on business processes and Department policies.	▶ A more professionalised provider workforce, including training staff around social support and enhanced services.
Policy changes are accompanied by fear and uncertainty, with limited time to translate them to internal processes before they need to be enforced.	▶ Adequate time for training for providers in managing the complexities of the new model.
Provider workloads are accompanied by large and complicated administrative processes, limiting time available to spend with job seekers.	▶ Revised administrative requirements and a digital system that connects to provider systems and is streamlined to reduce manual reporting.
Poor connection to other government systems, especially Centrelink (DHS).	▶ Better connection between government systems and providers.
How my sector could transform ... <div> <div>  If provider business models and behaviours don't change the service delivery may not significantly change under the new policy model. </div> <div>  The entry of smaller, more specialised providers could significantly shift the way that job seekers are serviced. </div> <div>  Without extra training and upskilling of the industry, providers may be poorly equipped to deliver enhanced servicing. </div> <div>  More collaboration between providers and the Department could foster innovation and streamlined strategic partnerships and servicing. </div> </div>	

Section 3

Survey insights

50 pts

Work-related
licencing

e.g. White Card, forklift
licence, first aid
certificate, RSA

20 pts

Higher Education

(e.g. University qualification,
vocational certificate)



20 pts

Work experience
placements

e.g. internship, trials

Applying for work

e.g. Building / updating CV,
getting references, writing
cover letters, practice
interviews etc.)

10 pts

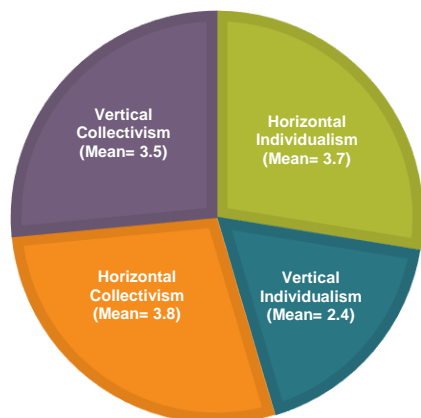
Zooming out: Survey insights

We tested some of the qualitative insights further through a survey. 252 job seekers completed the survey, which is not a representative sample of the job seeker population in Australia. It does, however, provide some further support for the insights that emerged from our fieldwork, raises a number of additional questions, and suggests avenues for further research and testing.

Zoom Out 1: What are job seekers values?

Connecting to job seekers values can enhance internal motivation (see also zoom out 4). Values and motivations can be characterized in terms of cultural orientation:

Vertical Collectivism Maintaining and protecting in-group status; Deference to authorities and to in-groups; Conformity; Harmony	Horizontal Individualism Being distinct and separate from others; Being self-directed, self-reliant; Modest, not conspicuous; Expressing uniqueness
Horizontal Collectivism Maintaining benevolent relationships; Common goals with others; Sociability; Cooperation.	Vertical Individualism Improving individual status via competition; Seeking achievement, power, prestige; Standing out; Display of success and status



The figure shows job seekers on average rated collectivist and horizontal dimensions highest, with the lowest score for vertical individualism.

Triandis, H. C., & Gelfand, M. J. (1998). Converging measurement of horizontal and vertical individualism and collectivism. *Journal of Personality and Social Psychology*, 74, 118–128.

Horizontal Individualism

1. I'd rather depend on myself than others
2. I rely on myself most of the time, I rarely rely on others
3. I often do my own thing
4. My personal identity, independent of others, is very important to me

Vertical Individualism

1. It is important for me to do my job better than the others
2. Winning is everything
3. Competition is the law of nature
4. When another person does better than I do, I get tense and aroused

Horizontal Collectivism

1. If someone gets a prize, I would feel proud
2. The well-being of others is important to me
3. To me, pleasure is spending time with others
4. I feel good when I cooperate with others

Vertical Collectivism

1. Parents and children must stay together as much as possible
2. It is my duty to take care of my family, even when I have to sacrifice what I want
3. Family members should stick together, no matter what sacrifices are required
4. It is important to me that I respect the decision made by my groups

Zoom Out 2: What are job seekers work values?

We were keen to further explore what is important to our job seekers when it comes down to work: What are they looking for in a job? What criteria are important in their decision to apply for a particular job? The table below presents the ranking across all survey participants.

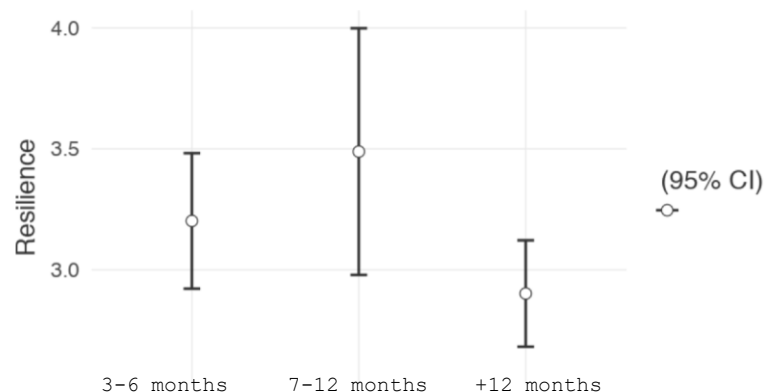
1	Job interest, to do work which is interesting to you
2	Job security, permanent job
3	Supervisor, a fair and considerate boss
4	Co-workers, fellow workers who are pleasant and agreeable
5	Benefits, vacation, sick leave, pension, insurance, etc
6	Opportunity for personal growth
7	Pay, the amount of money you receive
8	Contribution to society
9	Esteem, that you are valued as a person
10	To be employed by a company for which you are proud to work
11	Achievement in work
12	Job status

Zooming out: Survey insights

Zoom Out 3: Resilience and motivation

We used the Brief Resilience Scale (Smith et al, 2008) to explore resilience in our sample. The table below shows the average rating for each item on the scale. Overall, our sample scored just below what is considered the “normal” range (between 3 and 3.5 overall). There was also a significant drop in those unemployed longer than 12 months. Higher levels of resilience were also correlated with a greater propensity to disclose personal information ($r = .230, p < .01$) and travel further to a job service provider ($r = .176, p < .05$)

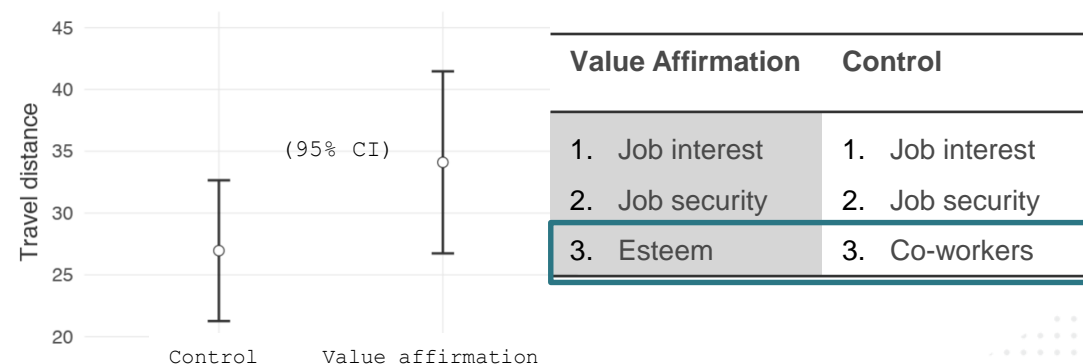
Brief Resilience Scale item	Mean	Error margin
I tend to bounce back quickly after hard times.	2.98	1.18
I have a hard time making it through stressful events.	2.69	1.34
It does not take me long to recover from a stressful event.	2.83	1.23
It is hard for me to snap back when something bad happens.	2.5	1.23
I usually come through difficult times with little trouble.	3	1.15
I tend to take a long time to get over set-backs in my life.	2.55	1.3



Zoom Out 4: Behavioral interventions

The Behavioural Insights Team has applied interventions in the UK and Singapore designed to help people off benefits and into work. We tested a “nudge”: Survey participants were randomly assigned to either a **Value Affirmation condition**, where they completed a Values Affirmation exercise (VA), or a **Control condition**. The VA exercise involved going through a number of items at the start of the survey to encourage value reflection. Such exercises have been shown to boost confidence, esteem and even resilience.

Two marginally significant effects emerged: Those assigned the value affirmation condition were willing to travel 10km further to attend to a job service provider with a better reputation, and listed “esteem” higher as a work value (see Zoom Out 2). Similar trends emerged across a number of measures, suggesting Value affirmation exercises could be a valuable tool. However, questions have been raised about how enduring the effects of nudges are. Research increasingly suggests that lasting behavioural change (in contrast to “mere” nudging) occurs when it involves social identity change and norm internalisation. This is more likely when interventions are embedded within cultural and value orientations.



Value Affirmation	Control
1. Job interest	1. Job interest
2. Job security	2. Job security
3. Esteem	3. Co-workers

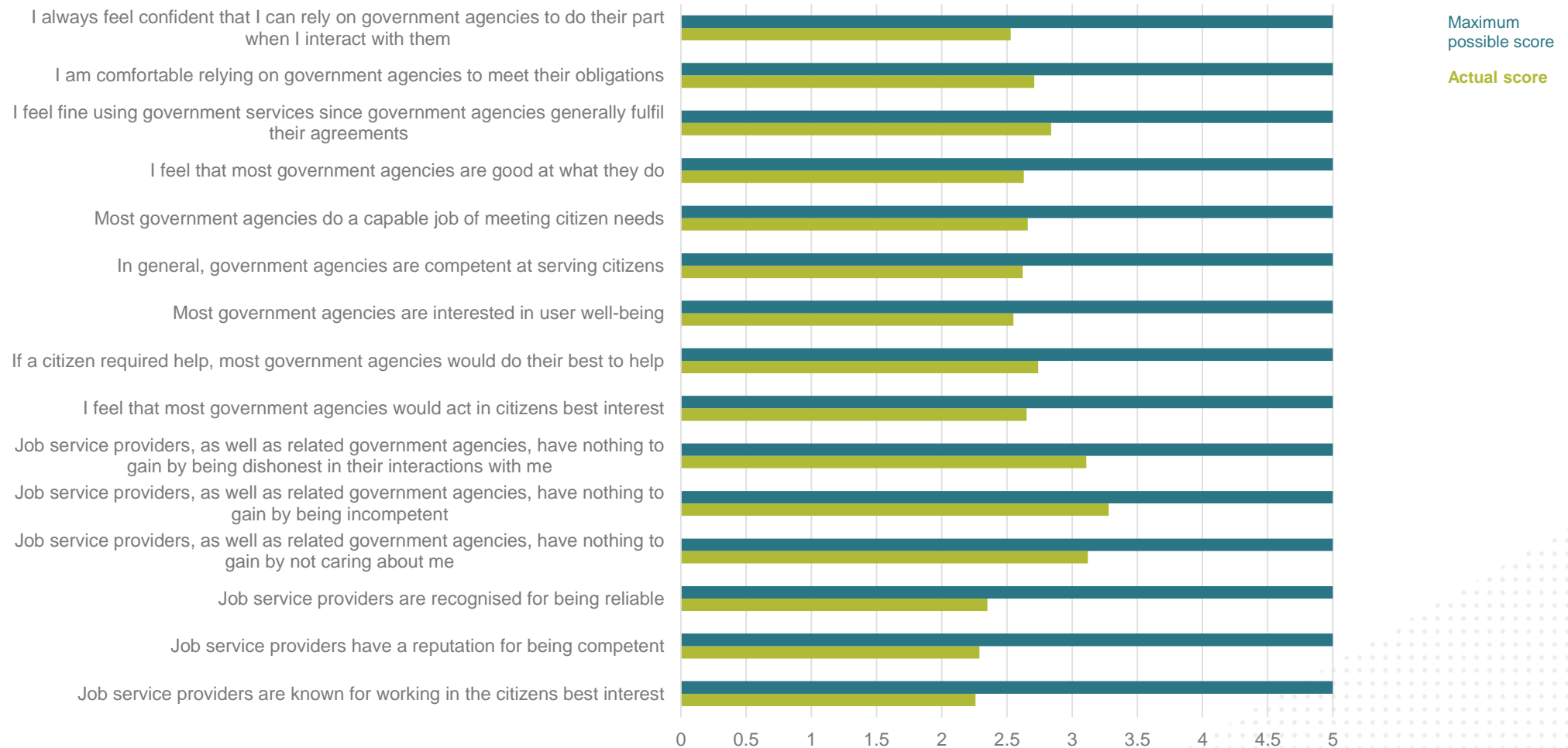
- Howlett, M. (2018). Matching policy tools and their targets: beyond nudges and utility maximisation in policy design. *Policy & Politics*, 46(1), 101–124.
- Mols, F., Haslam, S. A., Jetten, J., & Steffens, N. K. (2015). Why a nudge is not enough: A social identity critique of governance by stealth. *European Journal of Political Research*, 54(1), 81–98.
- OECD (2017), Behavioral Insights and Public Policy: Lessons from Around the World, OECD Publishing, Paris.
- The Behavioural Insights Team. Update Report 2015-16.
- Vansteenkiste et al (2005). Understanding unemployed people’s job search behavior, unemployment experience and well-being. *British Journal of Social Psychology*, 44, pp. 269–287.

Zooming out: Survey insights

Zoom Out 5: Expectations of government and job service providers

Our qualitative research suggested that job seekers had low expectations of, and trust in government. We further explored this in our survey by using a validated scale that measures a number of factors that can be used by organizations to foster trust formation. A maximum score of 5 indicates perfect agreement with the statement.

Midpoint

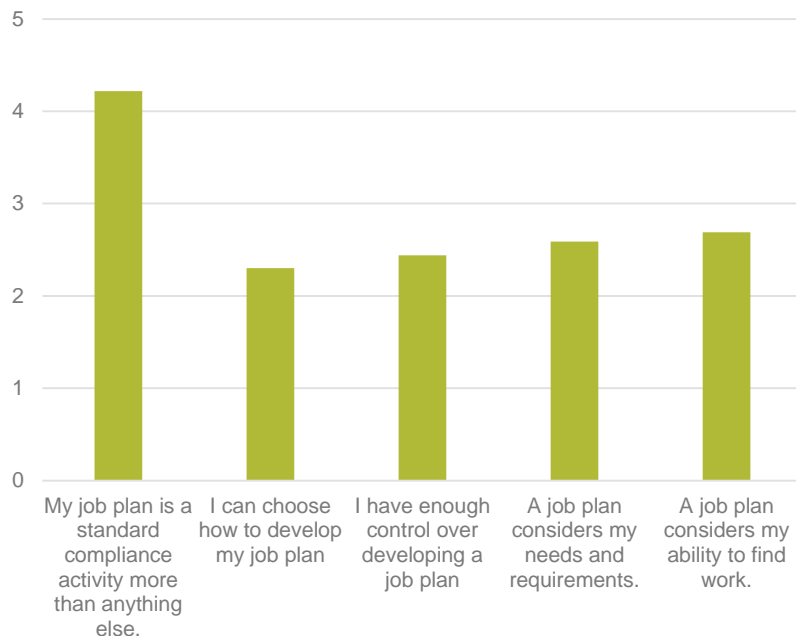


Li, X., Hess, T. J., & Valacich, J. S. (2008). Why do we trust new technology? A study of initial trust formation with organizational information systems. The Journal of Strategic Information Systems, 17(1), 39–71.

Zooming out: Survey insights

Zoom Out 6: The Job Plan

We asked our job seekers to rate their agreement with a series of statements about job plans. These statements were insights that emerged from our qualitative research. Our survey results strongly reflect the qualitative findings (see bar chart below, where a score of 5 corresponds to strong agreement). A higher number means higher agreement with statement.



We also asked job seekers to create a top 3 of items they would like to see included in job plans in the future. The table below reflects the average ranking of the items that ended up in the top 3. Note that this is ordinal data and the internal ranking of the top 3 must be interpreted cautiously. A lower number means higher priority ranking.

Items	Top 3	
Mentoring and networking		Logistic support (cheaper public transport, help with paying rent, buy tools, books, equipment)
Job search skills and activities (interviews, building and updating resume, sending cv)		Access to professional services (counselling, personal development)
Caring for significant others (parents, children, partners)		Using job search engines like Seek / Adzuna / Indeed / Jora etc.
Part time work and volunteering		Obtaining additional qualifications (University, vocational qualification, licensing etc)
Work trials, internships and work experience		
<hr/>		
	Caring for significant others (parents, children, partners)	1.89
	Obtaining additional qualifications (University, vocational qualification,...	1.9
	Logistic support (cheaper public transport, help with paying rent, buy tool...	1.92
	Access to professional services (counselling, personal development)	2
	Job search skills and activities (interviews, building and updating resume,...	2.14
	Work trials, internships and work experience	2.14
	Using job search engines like Seek / Adzuna / Indeed / Jora etc.	2.17
	Part time work and volunteering	2.19
	Mentoring and networking	2.21

Zooming out: Survey insights

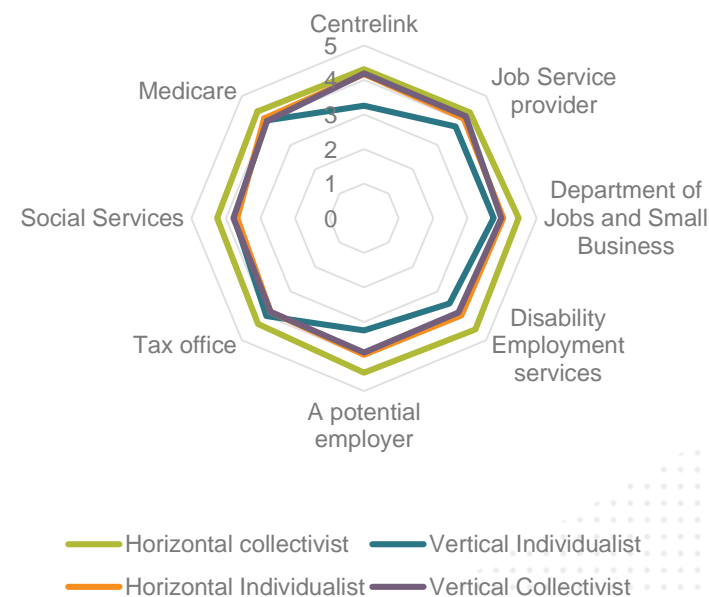
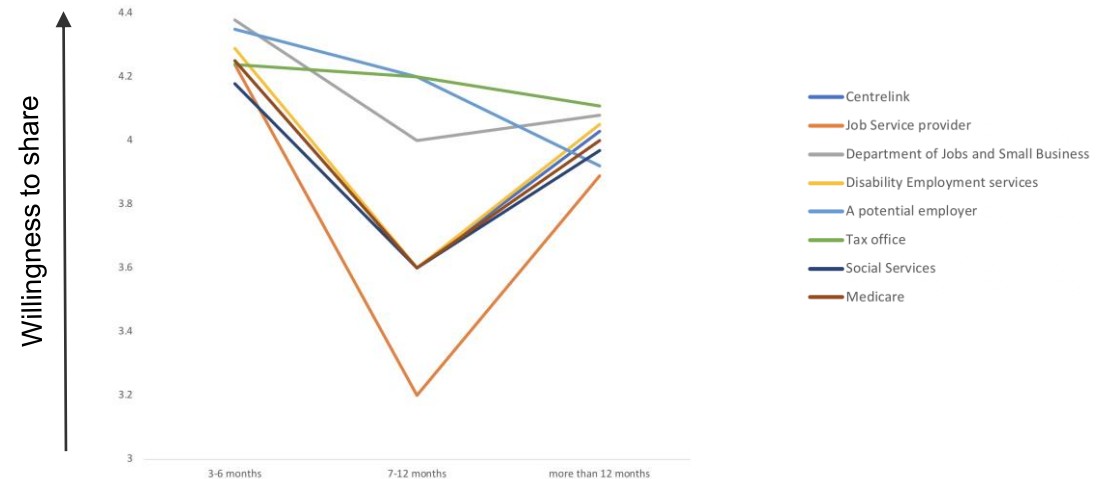
Zoom Out 7: Trust and disclosure

We asked our job seekers how likely they would be to share their personal information with a series of organisations, ranging from DJSB to Medicare. The table below shows that overall, our sample was very willing to share information (with 5 being the maximum score) across a number of organisations. The figure on the right shows a significant drop in willingness to share information for those in the 7-12 months unemployed group.

Organization	Mean	Standard deviation
Centrelink	3.98	1.34
Job Service provider	3.92	1.39
Department of Jobs and Small Business	4.07	1.25
Disability Employment services	4.02	1.36
A potential employer	4.04	1.29
Tax office	4.02	1.32
Social Services	3.91	1.38
Medicare	3.95	1.33

In terms of cultural orientation, there were two trends: 'Horizontal collectivists' appeared slightly more comfortable disclosing information, and 'vertical individualists' slightly less so (except for disclosing to the Australian Tax Office).

Due the sample size and nature of the scale, more testing is warranted to explore these trends.



Zooming out: Survey insights

Zoom Out 8: Disclosure and servicing

Although our participants overall seemed willing to share personal information, we wanted to test some of the factors that emerged from our fieldwork in terms of reciprocal value. We asked job seekers to prioritise three statements in terms of the extent that they could be convinced to share their information. The table below displays the average rank for each statement.

We would like to know what factors would be important in convincing you to share personal information with any of these organisations. Please "click and drag" and rank the following statements in order of importance, or the extent to which they could increase the likelihood that you would share personal information.

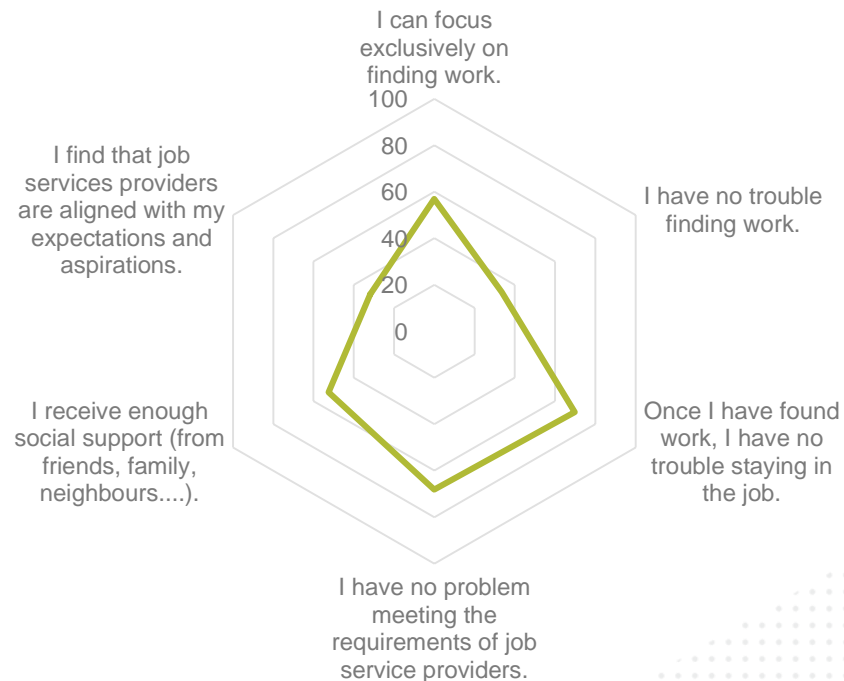
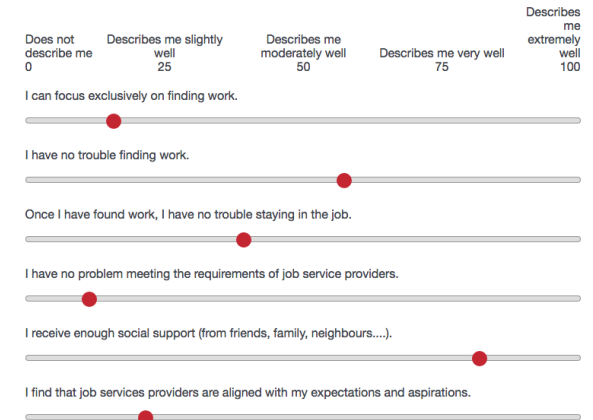
- 1 **We use your information to give you a better service.** For example, if you are interested in developing your computer skills, we may suggest relevant training options.
- 2 **Your information is shared with approved third parties** Approved third parties, such as education or health services, housing, transportation or employment service providers, can access your information with your approval to help you find work.
- 3 **Control over your information.** We will make it easy for you to control the information you provide to us and approved third parties.

Average rank across all participants

1. Control over your information
2. We use your information to give you a better service
3. Your information is shared with approved third parties.

Zoom Out 9: Personas

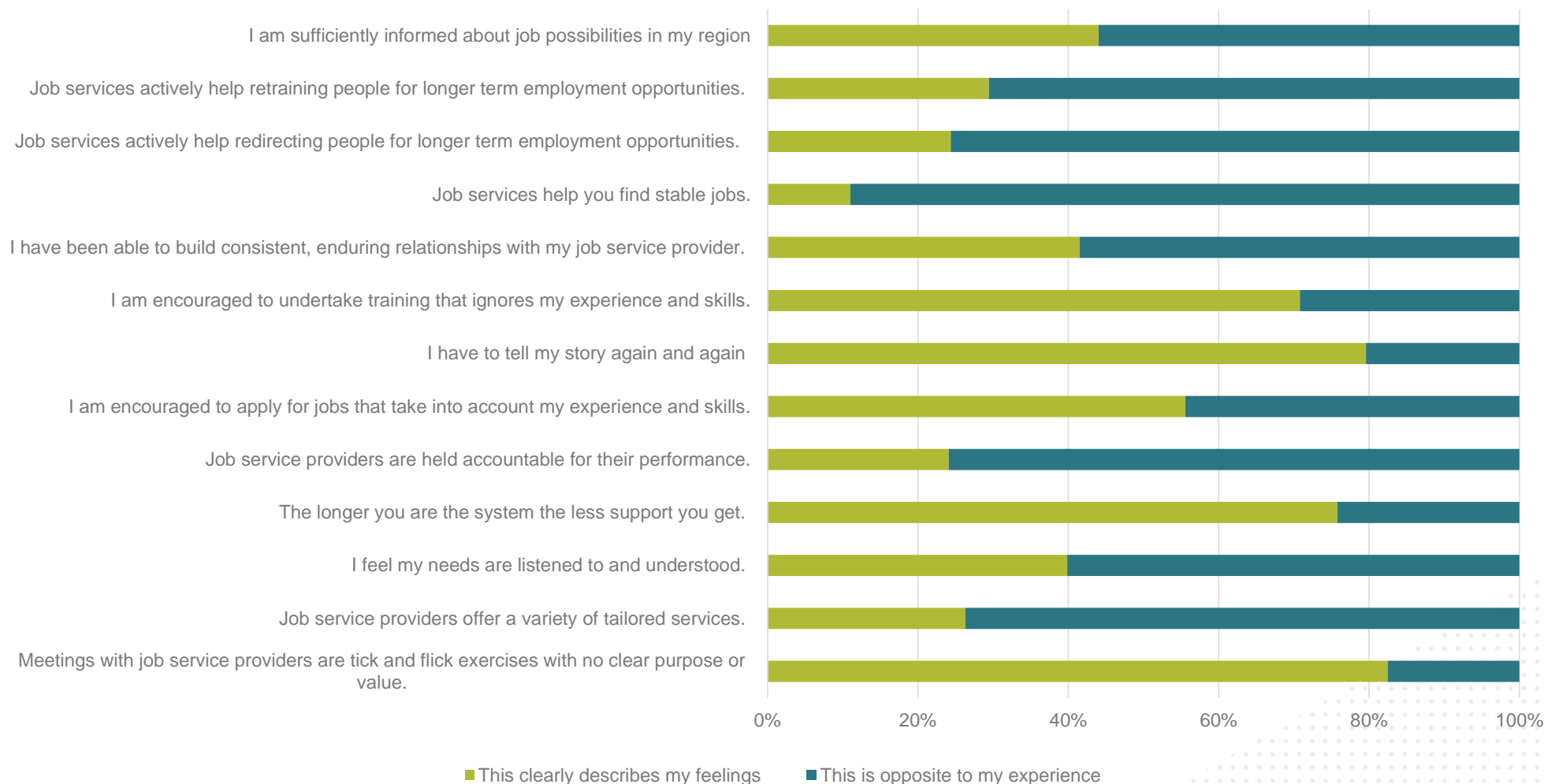
In the discovery report, we characterised personas in terms of behavioural dimensions to provide insight into how the user interacts with the labour market support system. We adapted and tested these behavioural dimensions, by asking our respondents to what extent they felt these statements applied to them.



Zooming out: Survey insights

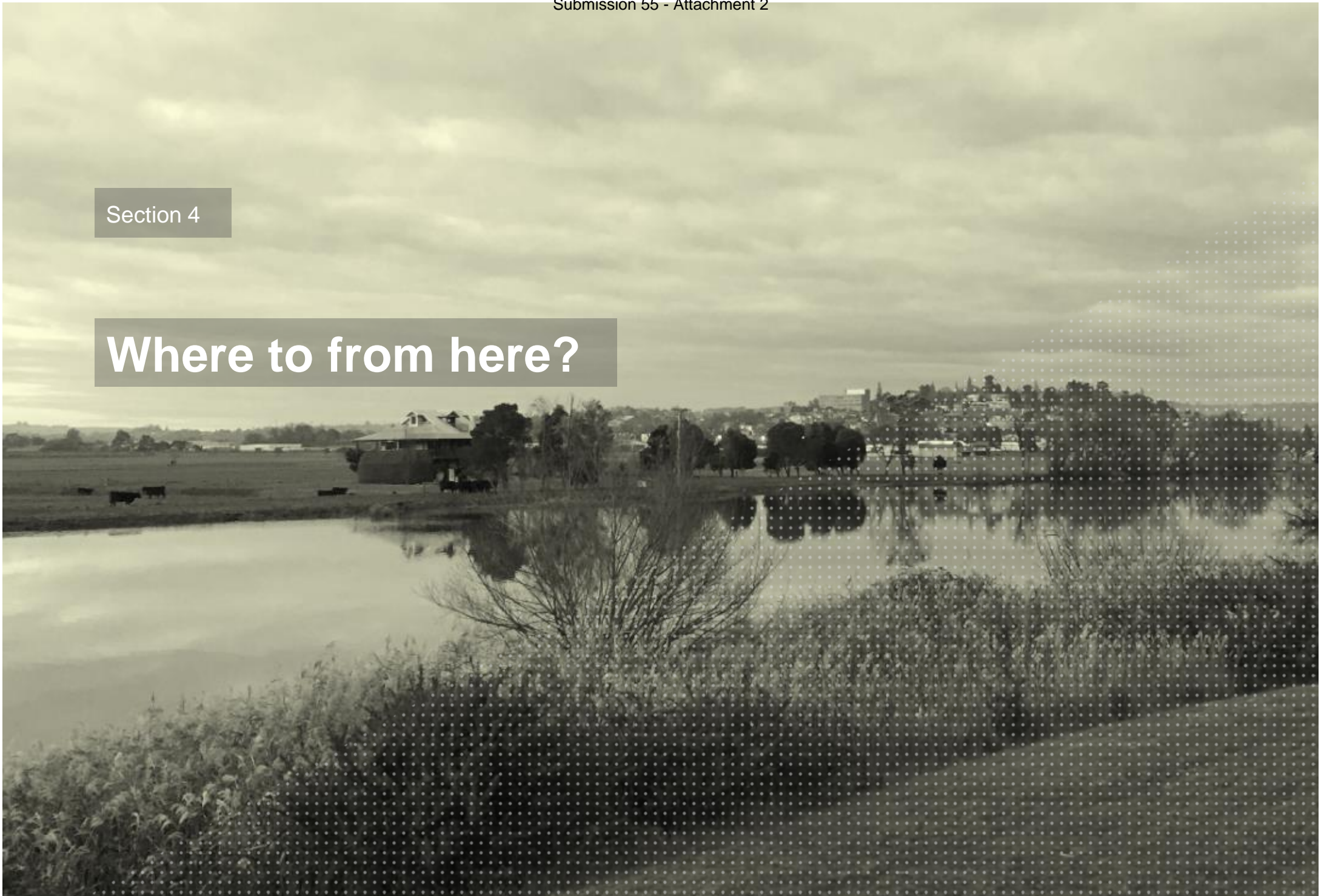
Zoom Out 10: Experiences with job service providers

We presented our survey participants with some of the experiences that emerged from our field work. We asked them to indicate to what extent it reflected their own experiences, by asking them to “drag” three items into a box labelled “This clearly describes my feelings” or “This is opposite to my experience”. Below you can see a breakdown in percentages across the whole sample in terms of those two categories.



Section 4

Where to from here?



Next steps

ThinkPlace

Designing a solution that works through co-design

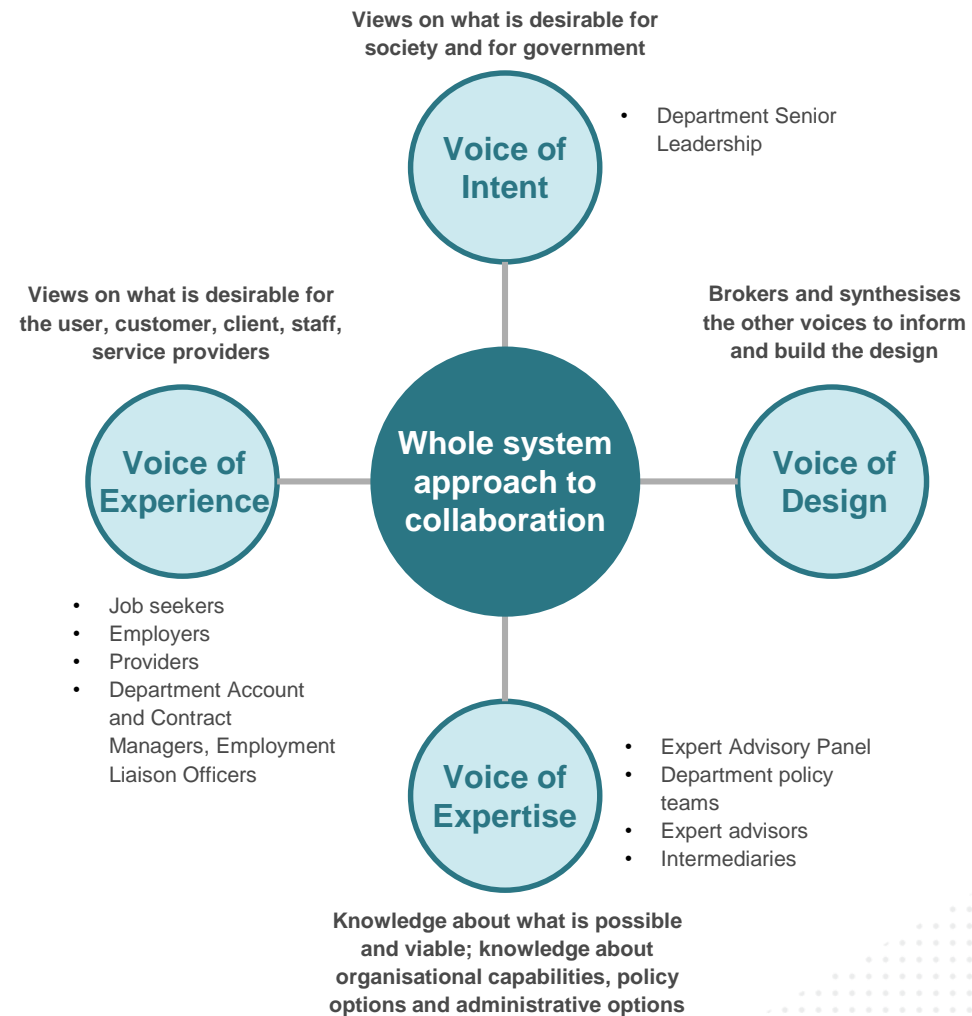
The Four Voices of Design

Co-design is an approach to designing that actively engages multiple and diverse perspectives in the design process, designing the solution, to ensure that the end result meets their needs.

Co-design is powerful when thinking through how policy intent informs administrative design.

The four voices of design describe four perspectives that help us to work with the complex system: the voices of intent, experience, expertise and design. These four voices carry the project through an end-to-end design journey. These voices ultimately help to move design from a place of empathy to one of execution.

These four voices include users, experts and the holders of the intent. It is possible that one person may embody more than one of these voices, however it is recommended to have separate authorities for each. The designer acts as a broker to combine these perspectives into a design dialogue that constructs the emerging design.



Next steps

ThinkPlace

Repositioning employment services

A successful design of the new employment services model coupled with strategic positioning of the system could reset expectations for both jobseekers and employers.

The insights generated can be used as a strategic decision-making tool to help amplify the value for job seekers, employers and the broader economy while helping to minimise unintended consequences.

This will involve resetting the cultural contexts of the employment service system by building trust, creating more realistic expectations, formulating shared objectives and outcomes, and being more responsive to its users.

People are generally willing and able to comply, however some are willing but not able to comply for a variety of complex reasons and barriers – many outside their control. Design a compliance and enforcement model that recognises the different reasons that job seekers fail to comply and tailor the response to their circumstances.

The future employment services system

From the jobseeker perspective	A system which engages and motivates	Engagement and activities are valuable, motivating, connected to local employment opportunities and use effective strategies to improve the chances of job seekers getting into work.
	Builds personal engagement	Deep engagement based on knowledge of the jobseeker's situation, goals, aspirations and location (factoring in local labour market conditions).
	Connects to specialised services	Jobseekers get relevant, highly pertinent connections to services into a wider array of areas that positively improves their lives and readiness to enter work.
From the employer perspective	Access to a breadth of different jobseekers	Access to a wider scope of jobseekers and skills targeted at the specific needs of the employer and industry, especially supporting the development of ready workers for high-demand and emerging industries.
	Tailored supports that strengthen businesses	Additional supports work with business priorities and practices to help employers hire people when they need to.

Next steps

To achieve a better user experience and the desired effectiveness and efficiency outcomes for the new employment services system:

- 1. Design for the differentiated needs and motivation levels of job seekers**
- 2. Use behavioural interventions in the future employment services system to internally motivate job seekers**
- 3. Design both the policy and administrative arrangements of the future employment service system at the same time**
- 4. Draw on the knowledge and experience of providers**
Departmental contract managers, employers and job seekers to co-design a more effective and efficient administrative system

“

“I guess, just a more caring and personal approach from my job network providers ...

It would be great, because with that, if it was done in a way that was like you have got a personal coach, “This is your goal. We are not going to take our eye off the goal. Together, we will get you there.” ...

Because, it can be difficult to set goals, for me, and stick to it. Other people, it might be easier, but I can take my eye off the ball and, “Oh, well, it doesn’t matter anyway,” but if you have got a coach who is on your case regularly, it can help me get there.” ...

Job Seeker SJ10

ThinkPlace

**Accelerating change towards vibrant communities,
strong economies, sustainable environments and
trusted institutions.**