

JOB SEEKER ATTITUDINAL SEGMENTATION

AN AUSTRALIAN MODEL

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Executive Summary

It is widely recognized that a job seeker's attitude can have a significant impact on their success in finding employment. To date, there is no formal measurement or recognition of the impact of attitude on a job seeker's job readiness in the Australian employment assistance system.

The Department of Employment and Workplace Relations commissioned Colmar Brunton Social Research (CBSR) to conduct research to develop a needs based segmentation of job seekers, based on research previously conducted in New Zealand. CBSR used qualitative research to identify eight job seeker segments, based on the dimensions of level of motivation and level of limitation (openness) towards the type of job and job search activities that are acceptable to the job seeker. The eight segments are:

- ◆ Drivers, who are highly motivated and open to all job opportunities;
- ◆ Struggling job seekers, who are highly motivated and open, but are less confident about their abilities;
- ◆ Drifting job seekers, who want a job but are not sure what job they want or how to look for work;
- ◆ Disempowered job seekers, who want to work but have lost all confidence in themselves and their skills, they believe they've reached their 'use-by-date';
- ◆ Selectives, who are highly motivated but place specific limits on the type of job they are looking for and will accept;
- ◆ Dependents, who are limited in the types of jobs they will consider. They are motivated to find a job but are losing confidence about finding the 'right' job;
- ◆ Cruising job seekers are relaxed about being unemployed, do not want work in a full-time or permanent job and are not looking for work; and
- ◆ Withdrawn job seekers, who are not motivated to look for work and believe they are not able to work, often because of a medical or psychological condition.

These segments feed into a behaviour change model which can help in identifying job seeker needs and improve efficiency in targeting assistance. The model identifies the following stages of behavioural change:

- ◆ Precontemplation, where people do not consider the appropriateness of their behaviours. Cruising and withdrawn job seekers are most likely to be at the pre-contemplation stage;
- ◆ Contemplation, where people consciously evaluate the impacts of various behaviours. Drifting and Disempowered job seekers are most likely to be at the contemplation stage;
- ◆ Action, where people consciously change their behaviour. Strugglers, Dependents and Selectives are most likely to be at the action stage; and

- ◆ Maintenance, where people are committed to their behaviour and do not wish to change their behaviour. Drivers are most likely to be at the action stage.

The consultants developed a segmentation tool consisting of twenty-one statements designed to differentiate job seekers on the basis of their motivation and level of limitation. These statements were included in a survey of job seekers¹. Job seekers were asked their level of agreement (or disagreement) with the statements using a 10 point scale.

A factor analysis was performed on the data collected, to develop the segmentation model. A discriminant model of the segmentation was then developed using discriminant analysis. The discriminant model defines an algorithm (rule) which allows the model to be replicated at any point in time and for any sample. Analysis of segmentation data will be based on the algorithm model to allow comparisons with data collected in the future.

Initial estimates of the segments show that Drivers account for 16% of the job seeker population – the largest segment. Selectives (7%) are the smallest segment.

This research is a 'work in progress'. The next phase in the research will be the analysis of the segmentation data collected.

It is expected that in the short term the research will provide valuable information to help the department and service providers better understand the needs of different job seekers, and will assist in better targeting of assistance. In the longer term, research to track the relative size of the segments over time will contribute to the evaluation of the impact of government assistance and, combined with employment outcomes data, will assist in the development and refinement of employment policy. As well, longitudinal research to track the movement of job seekers between segments will examine the impact of different interventions and experiences on job seeker attitudes.

¹ 2001 Job Seeker Evaluation of Employment Services (Centrelink) Survey

Introduction

This report presents the methodology and findings from research conducted to develop a needs based segmentation model for Australian job seekers. The research identifies, describes and explains the Australian job seeker segments and the underlying dimensions and characteristics on which the Australian model is based.

The Department of Employment and Workplace Relations (DEWR, previously the Department of Employment, Workplace Relations and Small Business) commissioned Colmar Brunton Social Research to develop the job seeker needs based segmentation model.

Background

Case managers working with unemployed people agree that the attitude of the individual job seeker has an important influence on the likely success of any labour market assistance. Research undertaken by Englert and Smith (1996) for developing a needs based assessment model for job seekers in New Zealand recommended that:

*"Underlying factors such as motivation and work attitudes are crucial to job acquisition and therefore should be assessed using well-designed questions."
(Englert and Smith, 1996)*

Attitudes have already been recognised in the Australian context in so much as the assessment of job seekers' level of risk of long term unemployment, and hence, access to intensive labour market assistance can be influenced by personal factors. Currently, the Job Seeker Classification Instrument (JSCI) applied by Centrelink staff includes scope to allocate points based on the identification of personal factors that may affect the job seeker's ability to find and keep work. Poor motivation, poor presentation skills, poor self confidence and low self esteem are some of the characteristics that could lead to the allocation of personal factor points. The allocation of these points is not determined by a systematic assessment procedure however, and is driven by the individual assessments of individual Centrelink officers.

Segmentation groups individuals into segments with like qualities. The segmentation research was conducted by Colmar Brunton Social Research based on methods developed to undertake similar segmentation studies for the New Zealand

Employment Service in the early 1990s (see Appendix A). The underlying dimensions and characteristics that define Australian job seekers are not the same as those that define New Zealand job seekers.

This research draws on the concept of social marketing and on the behaviour change model of Prochaskau and Di Clemente (1992). As described by Andreasen (1995), social marketing is used to influence the voluntary behaviour of target audiences in order to benefit the target audience and/or society as a whole.

Job seekers with different attitudes will be influenced by different motivational levers. They will have different service needs depending on their current attitudes and their associated stage of behaviour change. A key element in influencing the behaviour of job seekers is identifying what stage of the behaviour change model individuals are at, and what services or actions are therefore required to assist them.

Job seekers who are highly motivated and actively looking for work may have more chance of achieving an employment outcome than those who are not. Labour market assistance may help job seekers in a number of ways, one of which is increasing motivation and activity levels by, for example, increasing confidence and self-esteem and providing support and encouragement or providing disincentives for reduced job search activity.

Qualitative research phase

Qualitative research was conducted between the 4th and 19th of December 2000. Fifty-two motivational in-depth interviews, each lasting up to two hours, were conducted with job seekers in the Australian Capital Territory and rural, regional and metropolitan areas in New South Wales.

The sample included:

- Job seekers in South Coast, Goulburn, Yass, Wollongong, Sydney and the ACT;
- Job seekers from different JSCI categories;
- Job seekers with different durations of registered unemployment; and
- Job seekers from a range of age groups and both genders.

A full description and breakdown of the sample is at Appendix B.

Qualitative Process

The research required an insightful, honest and intimate understanding of job seekers in order to develop a segmentation model that appropriately and 'truly' captured the Australian job seeker market. To achieve this CBSR employed the use of qualitative in-depth interviews conducted on a one-on-one basis with job seekers. CBSR utilised a number of probing and projective techniques drawn from clinical psychology. This meant that deeper, emotive issues were revealed as well as more rational issues.

People are often unwilling, or even unable, to discuss emotive issues or sensitive subjects in a conventional interview situation. The probing and projective techniques enabled participants to uncover the reasons for their attitudes and behaviours. As a result job seekers were able to self-reflect and divulge often sensitive, personal feelings about being unemployed, and looking and finding employment.

Senior researchers, experienced in conducting research of this nature with people from all walks of life, undertook the interviews. A strong rapport was developed between researcher and participant, enabling an in-depth exploration and identification of the beliefs and attitudes driving job search behaviour.

Limitations of Qualitative Research

It is important to note that this report describes the findings of qualitative research. The qualitative methods have involved small numbers of job seekers.

Qualitative research does not seek to statistically estimate the proportion of participants who have particular attitudes or behaviours. Instead, it aims to identify issues and perceptions and explore the widest possible range of opinions. The findings are indicative only and opinions and attitudes cannot be attributed to definitive proportions of the total populations of interests.

However, the information contained in this report is based on the views of job seekers, exploring their perceptions and experiences of being unemployed and their attitudes towards being employed. Verbatim quotes illustrate the views expressed. Whilst we acknowledge that these perceptions may or may not reflect the real situation for all, they describe the general attitudes and opinions held by job seekers. This is critical for understanding what underlies their attitudes and drives behaviour, and provides the foundation for developing a segmentation model.

Quantitative studies with job seekers have been carried out to confirm the segments and further research and analysis of the segment sizes and composition will be undertaken shortly.

Job Seeker Segmentation

The first step in developing a segmentation model is to identify the dimensions which discriminate between different groups of job seekers.

Dimensions

The two key dimensions that discriminate Australian job seekers are:

- ◆ Level of motivation; and
- ◆ Level of limitation (openness) towards the type of job and job search activities that are acceptable to the job seeker.

It is interesting to note the differences in the dimensions identified for the Australian model and those in the New Zealand model (see Appendix A). In particular, level of job search activity was found not to be as effective in differentiating Australian job seekers, probably due to the impact of mutual obligation.

Level of Motivation

Job seekers have varying levels of motivation when it comes to looking for work and wanting a job. Those who are **motivated** are actively doing everything they can to look for work, are confident they will get a job and really want to work. These job seekers may have different levels of confidence about finding a job. They include:

- ◆ Self-confident individuals who believe in themselves and the skills they possess. This confidence and belief is not restricted to those with formal qualifications or work experience, but includes those who maintain a strong sense of self worth and belief in their own capabilities. They are often optimistic about their future employment prospects and are enthusiastic about job searching; and
- ◆ Job seekers who may lack confidence but their desire or need to work gets them started and keeps them trying, even though there may be barriers that make it difficult to look for work or to get a job.

In contrast job seekers at the other end of this dimension are **de-motivated**, and do as much as they have to to comply with job search requirements. These job seekers include people who:

- ◆ Want to work but lack confidence and feel employers don't want them due to their age, health problems, or criminal record, etcetera. They may not view themselves as having any or the 'right' skills to get a job. Often they lack self-esteem, which is decreased further with each job rejection. They may have given up on the idea of finding a job and therefore are less willing to look for work;
- ◆ May believe that they are unable to work and believe they should not be expected to find a job. They may suffer from a medical or psychological condition, which they believe, makes it impossible for them to look for work or work full-time; and
- ◆ Have no desire to look for a job. These job seekers may enjoy the unemployed life style and feel that work would have a negative impact on their quality of life and free time.

Level of Limitation

Job seekers may place limits on the methods of job search they will use and/or the type of job they will apply for. Job seekers with less or no limits are 'open' to a wide range of different job search activities, and/or the possibility of having a job and the kind of job they are willing to do. Unlimited job seekers are:

- ◆ Willing and open to all job search processes and avenues, even if they do not like doing it, they are willing to give anything a go if it means that they will find a job;

"I'll do anything to get a job. It doesn't matter what job it is or what I have to do to get it. I want to work".

- ◆ Open to all job opportunities. These job seekers are not focusing on finding the 'specific job' and have no limits as to what job they would be willing to take, regardless of whether they feel they have the experience or the skills. Some may also see taking 'any job' as a stepping stone to other opportunities and feel that getting the 'right job' is a "*matter of getting your foot in the door*"; and
- ◆ Believe that they can work and that finding a job is a viable, desirable and realistic option for them.

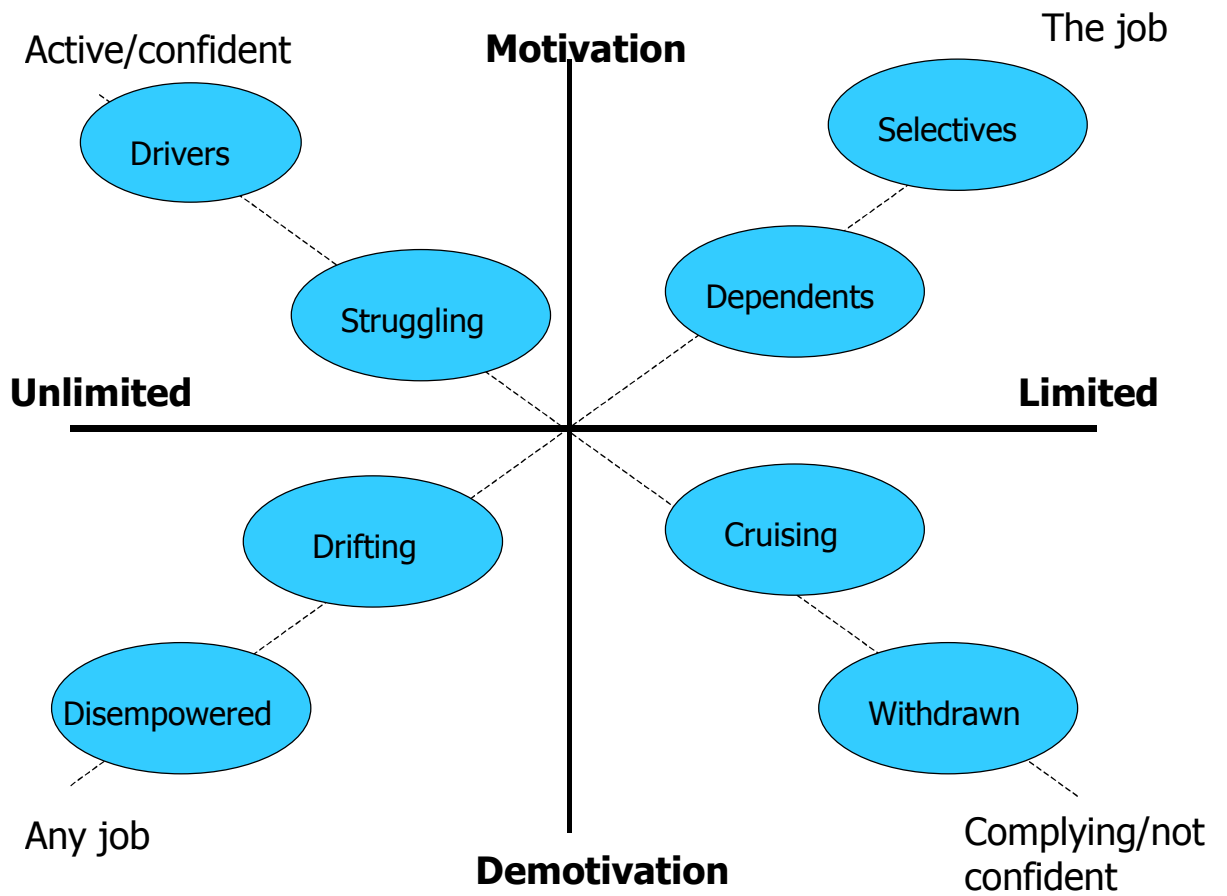
At the opposite end of this dimension are job seekers who are limited in terms of the job search activity they are willing to undertake and in the jobs they would accept. They may also be limited in the sense that they do not view working as a possible or attractive option for them. Limited job seekers are:

- ◆ Restricted in the job search activities they are willing to undertake. For example, these job seekers may dislike cold canvassing or talking to employers and therefore will not pursue this type of job search strategy. They have placed limits on what they are willing to do to find work.
- ◆ Restricted in the type of work they are willing to take or apply for. Often they will have specific job criteria to be met before they would apply for or accept a job. These job seekers may only want to apply for jobs that meet their income, area, hours or professional criteria; and
- ◆ Do not believe they can work or that securing a job is a realistic possibility for them. Alternatively they may feel that working is not a desirable option because they do not want to work.

These dimensions and characteristics form the foundation for a segmentation model that identifies eight job seeker segments.

Figure 1 below provides a diagrammatical representation of the model. It shows the main defining dimensions of limitation and motivation as well as representing the influence of level of activity/confidence and attachment to the ideal of 'the job'.

Figure 1: Job seeker segments



Defining the Segments

Drivers are job seekers who are doing everything they can to get a job. They are confident and motivated and are open to all job opportunities and job search activities. They will try for any job possible and will do almost anything they can to secure employment. These job seekers will be cold canvassing and door knocking and often using innovative job search methods.

Drivers want to work and dislike being unemployed for many reasons. They do not see unemployment as normal and dislike not having a purpose or a reason to get up in the morning. They find it difficult not having anything to do and put 100% effort into finding employment.

Drivers are optimistic about their future and believe they will find a job soon.

"I'll try anything if it means that I'll get a job. I hate just sitting at home staring at the silly box. I want to be working. I know that if I go out everyday and look for a job one day I'm going to get one. It's better than doing nothing. At least if I'm looking and employers see that I'm really keen and want to work there's a good chance I'll get a job".

Struggling job seekers are also motivated and are trying hard to look for work. These job seekers are willing to take any job but are less confident in themselves and their skills than Drivers. This lower level of confidence may mean that they are less creative in their job search activities. Continued rejection and extended periods of unemployment can have a negative impact on their motivation levels.

"I really want to work and I'm doing everything that I can to get a job, but it's not that easy. Every time an employer rejects you, you get a little bit more down heartened and it can slowly chip away at your confidence. I'm still pretty hopeful but if I don't get a job soon then I'll start to really worry".

Drifting job seekers are less motivated than Struggling job seekers because they do not know what job they want and are unsure about how to go about finding a job. They are also less confident about themselves and their skills. These job seekers may be too shy to ask for help or may not know how to get it but they feel they need help to get a job. Drifting job seekers would take any job because they feel it would be better than being unemployed. Drifting job seekers appear to be 'lost' and unsure about what they want to do and how they can improve their situation.

"Since I left school I haven't really been doing anything. I've had a couple of part time jobs but I don't really know what I want to do and I don't like phoning employers because I don't know what to say or what they'd ask me. I need someone to help me find a job that I would like".

The **Disempowered** segment includes those job seekers who have lost their motivation to look for work and lack the confidence in themselves and their skills to job search but still want to work. These job seekers feel disempowered because they believe they have been overlooked by society and are disempowered by employers. Some believe that they possess good skills and experience but have 'reached their use-by-date' and will never find employment again. Others believe that they will never escape a bad work history or, given the competition for jobs, that there is not a job out there for someone like them. Disempowered job seekers have given up hope of getting a job. In their present state of mind, they have accepted that getting a job is beyond their reach and have resigned themselves to living on the unemployment benefit.

"I would love to be working again but after years of trying to find work and not getting anything you start to think you'll never work again. I hate being unemployed, you can just barely survive on what they give you. You don't feel like a real person and life is depressing. I've worked all my life, but now I've just accepted that no one wants to employ me".

Selectives are driven individuals who have placed very specific limits on the type of job they are looking for and would accept. These job seekers are looking for 'the job' that meets specific criteria in terms of the type of work, the industry or profession the job is in, a certain income level, a job in the location they want or for the number of hours they are willing to work. Selectives are completely confident that they will eventually find 'the job'. They are motivated individuals who are extremely active within these limitations. They are looking for work that will accommodate their needs. These needs may include recognition, status and acknowledgment.

"I could get any job like scrubbing pots or waiting on tables but that would be so degrading and I'm far too qualified to do that. I could go back into government where I could probably get a good paying job but that's not what I want. I want to pursue my ideal employment and get my business up and paying for itself. This would be far more rewarding and stimulating for me, I like to work autonomously and not have to answer to other people. I want creative license".

Dependents are motivated to find a job and have a strong belief in themselves, **but are less confident than the Selectives** about getting the 'the right job' soon. Like the Selectives they are looking for 'the job' that matches their job criteria and personal needs. However, they are starting to **lose motivation and optimism** about getting 'the right job'. Despite their concern about the difficulty of finding the right job, they will not consider other job opportunities and often have restrictions about the job search activities they feel comfortable undertaking.

These are people who are depending on the system until the 'right' job comes along. Dependents dislike the unemployed life and would rather be working but are not willing to take just any job. They may consciously use 'the system' to support them while they pursue their ideal job and/or may be supplementing their income by taking on casual paid work (either legally or under the table) to live a more comfortable life while they wait.

"I'm not just going to take any old job. I know what I'm worth. If I take anything less than that then I'm just lowering myself even more. I may never get the right job but, I'd prefer to wait rather than just taking anything even if it means that I won't find it for a while".

Cruising job seekers genuinely like the unemployed life style because it gives them freedom and time to do as they please. These job seekers have no desire to work full-time or in a permanent job and are not actively looking for work at this stage. They are merely complying with Centrelink requirements. Some may even be 'manipulating' their work diaries to prevent breaches so they can stay on the benefit.

Some job seekers in the Cruising segment supplement their income by taking on casual work (either legally or under the table) to maintain a more comfortable lifestyle, while others accept that there is a financial trade off in choosing not to work. They are happy to live within the constraints of the unemployment benefit. These job seekers may already possess material items such as a house and/or car and do not feel the need to work, or they may not want those possessions. Quality of life for them is about freedom and having the time to spend with their families.

"I enjoy being unemployed. It gives me time to do lots of other things that I really enjoy. I never get bored, I love being able to do things whenever I feel like doing them. I've got old cars I'm fixing up and am working on other projects, I would never get the chance to do these things if I was working".

Withdrawn job seekers are not motivated to look for work and believe that they are unable to work. In effect these job seekers have withdrawn themselves from the job market. Withdrawn job seekers often have medical or psychological conditions that they feel makes it impossible for them to work. They no longer believe it is an option for them. Withdrawn job seekers may be in dispute with Centrelink about their employability and disability status, and may have a doctor's certificate that provides them with an exemption from job searching activities for a period of time. Withdrawns believe they will never work again, they feel that it would be better if they were on a Disability Benefit rather than wasting the government's money on job search assistance, or their own time looking for work.

"My health is such that I will never work again. I've accepted it, I would much rather be working. Do you think I want to live on \$160 a week when I was earning \$800 a week before? I've got no choice, my doctor has told me I can't work. Why can't they (Centrelink) believe me?"

Summary of segment characteristics

The following table summarises the characteristics of each segment.

Characteristic	Drivers	Struggling	Drifting	Dis-empowered	Selectives	Dependents	Cruising	Withdrawn
Motivated	✓✓	✓	×	×	✓✓	✓	××	××
Unlimited	✓✓	✓	✓	✓	✓	✓	××	×
Any Job	✓✓	✓	✓✓	✓	××	××	××	×
Active	✓✓	✓✓	××	×	✓	××	××	××
Confidence	✓✓	✓	×	××	✓✓	✓	×	××

Each segment shares characteristics with other segments in its quadrant. For example, Drivers and Struggling job seekers are motivated, active and unlimited. However, their relative levels of motivation, openness (or limitation), job search activity and selectiveness differentiate them. These relative differences are identified in the table above. A ×× means that the segment is strongly defined by the absence of this characteristic. An × means the characteristic does not apply to the segment, a ✓ means that the characteristic applies to the segment and a ✓✓ means that the segment is strongly defined by the characteristic.

Segmentation Tool

The first step in the quantitative phase of the research involved the development of a segmentation tool – a series of 21 statements designed to differentiate job seekers on the basis of the dimensions identified in the qualitative research, that is level of motivation and openness. These statements were included in the 2001 Job Seeker Evaluation of Employment Services (Centrelink) Survey², where job seekers were asked to rate their level of agreement with the statements, using a 10-point scale. Responses to these statements formed the basis for the development of the quantitative phase of the attitudinal segmentation model.

The question and statements (segmentation tool) used in the survey were as follows:

I am going to read you out a list of things that other people have said about looking for a job. Can you jot down the numbers from 1 to 10 and near the number "1" put Strongly Disagree and near the number "10" put Strongly Agree. Near 5 and 6 put middle.

Please tell me whether you agree or disagree with the following statements using your scale to help you give a number between 1 and 10.

Do you agree or disagree that...

READ & ROTATE

You already know how to look for a job
You do not know what sort of job you want
You would rather be unemployed than take a job you don't like
You feel totally comfortable applying for jobs and going for interviews
You do more than the average unemployed person to try to find work
You have been trying new ways to find a job
You don't think you should have to do paid work at the moment
You don't think any employer would want to employ you
You really want to work
You are doing everything you can but it's hard to get a job
You have a lot of confidence in yourself and your skills and abilities
You think you need more skills, education or training to get the right job for you
You can't be bothered looking for a job
You need a lot of help to find a job

² The 2001 Job Seeker Evaluation of Employment Services (Centrelink) survey was conducted in February 2001. Interviews were conducted with 3,500 job seekers who were registered with Centrelink as looking for work and who had contacted Centrelink in the preceding 6 months. This includes both job seekers on an allowance and those not on an allowance.

You know that you will find a job soon
You have been applying for lots of jobs recently
You know that you will find the right job eventually
You believe you should not have to look for work
You would take just about any reasonable job at the moment
You have recently been knocking on doors or phoning employers yourself
You don't mind being unemployed because it gives you time to spend with your family and friends

Each statement was chosen to reflect a dimension of the segmentation model. Depending upon the job seekers' level of motivation, limitation, job selectivity, job search activity and confidence they are more likely to agree or disagree with each statement.

Motivated job seekers are most likely to agree with:

- You have been trying new ways to find a job;
- You really want to work;
- You have a lot of confidence in yourself and your skills and abilities; and
- You know that you will find a job soon.

De-motivated job seekers are likely to disagree with the 'motivated' statements above and agree that:

- You don't think you should have to do paid work at the moment;
- You don't think any employer would want to employ you;
- You don't mind being unemployed because it gives you time to spend with your family and friends;
- You believe you should not have to look for work; and
- You can't be bothered looking for a job.

Unlimited job seekers are more likely to agree that:

- You feel totally comfortable applying for jobs and going for interviews;
- You do more than the average unemployed person to try to find work;
- You have been trying new ways to find a job

Limited job seekers are likely to disagree with the 'unlimited' statements above and agree that:

- You already know how to look for a job;
- You would rather be unemployed than take a job you don't like; and
- You don't think you should have to do paid work at the moment.

Job seekers who want '**the job**' are more likely to agree that:

- You would rather be unemployed than take a job you don't like;

Job seekers who will take '**any job**' will disagree with the statement above and are more likely to agree that:

- You would take just about any reasonable job at the moment

Active job seekers are more likely to agree that:

- You do more than the average unemployed person to try to find work;
- You have been trying new ways to find a job;
- You are doing everything you can but it's hard to get a job;
- You have recently been knocking on doors or phoning employers yourself;
- You have been applying for lots of jobs recently.

Complying job seekers are more likely to disagree with all of the 'active' statements above and are likely to agree that:

- You can't be bothered looking for a job.

Confident job seekers are more likely to agree that:

- You know you will find the right job eventually;

Job seekers who are **Not Confident** are more likely to agree that:

- You need a lot of help to find a job; and
- You think you need more skills, education or training to get the right job for you

Statistical development of the model

A technical paper on the statistical techniques employed is being prepared separately, however, the following describes the statistical development of the segmentation model in broad terms.

Development of the segmentation model was undertaken in two steps:

- ◆ the development of the segmentation model using factor analysis, and
- ◆ the development of a discriminant model of segmentation using discriminant analysis.

The discriminant model defines an algorithm (rule) to classify each person into a segment based on his or her responses to the statements. The discriminant model was chosen as the best method for replicating the segmentation. The discriminant model allows the segmentation to be replicated across different time periods and for any sample.

To allow comparisons with future samples, analysis of attitudinal segmentation data will be based on the discriminant model.

Quantifying the Segments

The table below shows the percentage of the job seeker population estimated to be in each of the eight segments. Detailed analysis of the segmentation data will be undertaken shortly.

Segment	Proportion of job seekers³
Drivers	16%
Struggling	8%
Drifting	13%
Disempowered	15%
Selectives	7%
Dependents	12%
Cruising	16%
Withdrawn	13%

³ Source:2001 Job Seeker Evaluation of Employment Services (Centrelink) Survey - weighted data

Job Seeker Vignettes

The following vignettes demonstrate the types of experiences and attitudes discussed by job seekers in each of the job seeker segments.

Drivers

Michelle (confident, enthusiastic, determined and has now found employment)

Michelle is a very motivated and energetic 20-year-old who is full of confidence and life. She has worked and supported herself since she left school in Year 9. She has been unemployed for the last 6 months because her employer's business became insolvent. Michelle thinks that being unemployed is the most boring and unfulfilling existence possible. After losing her job Michelle signed up with a Job Network Provider straight away but was told she had to go to Centrelink first. Michelle found Centrelink unhelpful and received conflicting information about what she was eligible for. She did not receive a benefit for 6 weeks and had to borrow money to live on.

Michelle is now working two part-time jobs that she found for herself and is no longer receiving an unemployment benefit. She feels that the Job Network Provider was more focused on getting the long-term unemployed into jobs rather than helping people like her. She feels that she became employed through her courage, perseverance and enthusiasm to continue job searching and her willingness to take any job, despite constant demoralising knock backs.

Ideally, Michelle would like to go back to school and get her HSC so that she can better herself and extend her job choices. At the moment she is happy working but is unsure about her future because one of the jobs is temporary. However she is determined not to be unemployed again and says that she's willing to do anything. Michelle felt that the ideal employment service would be pro-active and match her skills and abilities to all potential employment, not just jobs that she has experience in. In addition, it would deliver services tailored to meet her individual needs and would contact her about potential jobs or training opportunities.

Tony (extremely confident, optimistic, trying hard and would take any job)

Tony is about to finish a short-term contract, is actively seeking full-time employment and is establishing his own businesses. Because he is currently working he is still registered as unemployed but does not receive the unemployment benefit. Tony was advised to stay

registered due to his low income and the short-term nature of his employment, and to avoid the stand down period when his contract eventually finishes.

Tony took a redundancy package in 1996, travelled overseas with his wife and has worked in short term contracts on and off since that time. He will take any work as he sees it as an opportunity to develop networks and help him towards the job he wants. Tony is frustrated that there are few jobs available. At 56 he feels that employers are put off by his "*blonde hair*", but he believes in himself and is looking for a niche. He uses private recruitment companies and wishes to deal with an employment agency that works hard to sell candidates to prospective employers and offers a professional, tailored service to employers who "*do not want to wait on hold for half an hour*".

Struggling job seekers

Susan (trying hard to look for work, is motivated but starting to lose confidence)

Susan left school aged 16 and has worked in a factory for the last 3 years. She has been unemployed for nearly six months and is trying really hard to get a job. She hates sitting at home being bored and would take any job. Currently she has a full-time casual job but will soon need to find another. Susan plans to visit factories and industrial areas to seek work. She is motivated to look for work and believes she has skills and experience behind her.

She is hopeful that one day she may get a permanent job, but believes it is going to be tough to get a secure job. Her experience with her Job Network Provider has not been satisfactory and she believes they need to communicate and help her more than they currently do. Susan remembers struggling to find a job and feels she may lose confidence or momentum if she doesn't find a job soon. She would like a lot more help and wants a service that is going to keep her informed of job opportunities, set up interviews and provide training on how to use computers.

Tom (will take any job, is trying to find work but feels he needs help, is losing confidence)

Tom is 60 and a trained scientist. He took a redundancy package, planning to set up his own business but this fell through. He now has paid work for 10 hours a week and is a volunteer at a school. He has also just taken a toilet-cleaning job for another 5 hours a week but would really like to find a 30-hour a week job that would allow him to continue his volunteer work.

Whilst Tom has applied to attend a job matching session, he has not heard from the Job Network member since he originally called them over 3 months ago. He feels uncomfortable undertaking some job seeking activities and prefers to apply in writing rather than cold calling or door knocking. Tom is losing confidence and has a fear of rejection. He would really like to hear from his Job Network Provider because it would show that "someone cares about him". This would help to keep him motivated.

Lisa (trying really hard, needs support and motivation, would take any job)

Lisa left her job early in 1999 for health reasons. When she first became unemployed she was extremely withdrawn and completely lacked confidence. However, she has had some positive experiences with repeated bursts of contract work and a positive interview with a Job Network member. She now has more confidence and is more motivated to find a job. She is actively seeking permanent full-time work, but admits that it will be a struggle to keep going if she gets as many rejections as before. Lisa feels that it will be important to receive continued support from her Job Network Provider to ensure that she doesn't lose her motivation or confidence to look for work, particularly if it takes a while to secure employment.

Drifting job seekers

Kylie (does not know what she wants to do or how to get a job, not really trying, mixed levels of confidence, would take any job)

Kylie is 20 and has been unemployed since she left school at the end of 1999. She swings between feeling confident that she will get a job and feeling depressed about not finding work. Her job search activity also varies depending upon how confident and optimistic she feels. She admits that currently she is not trying hard to find work. Whilst she is bored being unemployed, she enjoys spending time with her friends and family. She does not know what sort of job she wants to do and if she gets "knocked back" she stops looking for jobs for a few weeks. Kylie has not asked Centrelink for help with her CV or for advice about how to get a job because she is shy and says this would make her feel incompetent and incapable. However, Kylie would welcome help and support if it were offered. Whilst Kylie would take almost any job, her ideal job would be working in a music shop and earning \$100 a week rather than the unemployment benefit (\$185 a fortnight). Kylie actually got a commission sales position but was advised that if she wanted to continue receiving the unemployment benefit she would have to give up the job.

Disempowered

George (low confidence, lack of self-esteem, depressed, would love to work, but not trying and does not believe he will ever work again)

George has been unemployed for over 10 years and for the last three years has done nothing to look for work. When he first became unemployed he applied for lots of jobs but did not get them because of his work history. George has simply given up trying and instead cares for his sick child. He has been trying to get a carers benefit. Over the years the rejections and lack of employment has left George feeling depressed, knocking his confidence and self-esteem. He is now too frightened and uncertain to look for work and truly believes that he will never work again. George thinks that there is nothing worse than being unemployed and that people and society have lost all respect for him. If given the chance he would love to work again and would take any job, because then he could feel better about himself and his family's future.

George feels that he needs a lot of help, not only to look for work but also to help with his confidence. He would also like to feel good about himself again so that he can believe that he could get a job. He would like training courses and work experience at the end of the course to ease him back into the workforce. Most of all George wants a service that cares and listens to his problems.

Maria (lacks confidence and is lonely and depressed, would like a part time job but believes there are no jobs for her, not currently looking)

Maria is a 50-year-old widow who has been registered on the unemployment benefit since her husband passed away, about six years ago. Maria has never really worked and left school early with no qualifications. For most of her adult life she has been a mother and a homemaker and feels that she has no real skills to offer an employer. She finds it difficult to be around a lot of people and is currently taking medication for her nerves. She was referred by Centrelink to take part in an Intensive Assistance program for a year. During that time she was contacted 4 times about possible jobs. Maria got two of the jobs but did not stay in them for very long as she had bad experiences in both of them.

Maria dislikes unemployed life but is not hopeful about her future. She is lonely and has withdrawn from society, which she feels has left her behind. She has given up hope of ever finding a job, and would do just about anything that was reasonable. She feels that there are

no appropriate jobs available for someone of her age and lack of experience, and does not think that any employer would want her.

Ideally Maria wants a part-time job because she does not think that she could handle a full-time job. Maria suggests that government should concentrate on creating employment for those who can get it, rather than forcing her to undertake the futile and humiliating task of job searching. *"It's no use doing CVs or writing letters if the work is not there and if no one wants to hire you. It just makes you more depressed because with each rejection it just confirms that you're not wanted."*

Selectives

Sandra (highly confident, professional and driven to pursue 'the job')

Sandra is an educated professional who chose voluntary redundancy because she felt she needed to rejuvenate and rest from a highly stressful job. She received enough to live comfortably and pay off her mortgage and has spent the last year relaxing and pottering in her garden. Sandra now feels a financial and professional need to return to work, but she is unwilling to take any job. Instead, Sandra has started her own business. She believes this will not only provide her with a decent income but will also enable her to achieve professional satisfaction. She is enrolled in NEIS (New Enterprise Incentive Scheme) and has had her business plan approved. A key benefit of participating in NEIS is that she does not have to look for work. She is confident in her skills and abilities and is able to put all her energy into getting her business established.

When Sandra first registered with Centrelink she was required to sign up with a Job Network Provider however she found them of little use for someone like her. If she were not pursuing self-employment Sandra feels her own efforts and that of a professional recruitment agency would be more successful than the current Centrelink services in securing employment.

Jason (confident, highly motivated, is actively looking for a job in his profession where he lives)

Jason is only 20 years of age but has worked in the mining industry since he was 16. He has all the necessary licenses required to operate the heavy machinery and equipment that is used in mining. Unfortunately the firm he was working for closed down about six months ago, leaving Jason and 15 others without jobs. He has called, visited and applied with every mining

company within 200 kilometres of where he lives with no success. Jason thinks that there are not a lot of mining jobs available where he lives and that the industry is facing hard times. He also believes that employers don't want to give a 'young bloke' like him a go because he might get drunk or turn up to work late. He feels that he has missed out on the few jobs that were available because of his age.

Despite the knock-backs Jason is determined to find a mining job close to where he lives. He will not consider looking for other types of work. He thinks that he is a pretty hard worker and has a lot of confidence in his skills and abilities. He believes that he could easily get a mining job up north or in Western Australia but is reluctant to move away from his family or the home that he has established with his girlfriend. Jason hates being unemployed and says living on the dole is hard when he is used to earning good money. He is motivated and active in searching for 'the job'.

Dependents

James (confident, has a good part-time job which he hopes will lead to full-time opportunities in a few years time)

James took a redundancy package in 1998 to set up his own business. However, the business has not been as successful as expected and James requires the unemployment benefit to cover periods when he is unable to earn. Because he worked in his business he has not been available for training. He has just begun a part-time position and is relatively confident that he is doing well. He feels that this part-time position will provide him with the experience he needs to be able to get a full-time position in his preferred field. Until this full-time opportunity presents itself James is willing to bide his time working part-time and uses the system to help support him. He is not actively looking for full time work and would not consider taking any job. Instead James will wait until he secures the job he is striving for.

James would like a service which would help him to identify the skills he would need to be able to get his ideal job, and then provide him with that training.

Neil – (wants a good paying job, not using a wide range of job search methods, expects it to happen, really wants to work)

Neil has been unemployed for over 6 years and is determined to earn at least \$500 per week. He has turned down a job that offered \$350 per week. Whilst he wants to work he is frustrated

that “good jobs” are not advertised in the newspaper or on the job boards and is angry and stressed about being unemployed feeling that it is not “normal”. Despite this, Neil will not take just any job and would prefer to stay on the unemployment benefit unless he gets ‘the job’ i.e. a job that pays him at least \$500 a week. He will continue living on the benefit until the right job comes along and is happy to use the system to support him.

Neil would like a service which provides him with full information about the job market and someone he can talk to about his problems and the steps he can take to gain the type of employment that he would be willing to undertake. Currently Neil feels that Centrelink staff are *“very arrogant and that every answer is no”*.

Krystal (trying really hard to find the right part-time work and would rather stay on the benefit than work full-time)

Krystal has not worked full time for 5 years. She supported herself for 4 years until her savings ran out. In order to survive she has actively sought casual work. She is concerned about the pressure of full-time work and is likely to be moving on to a Part Disability Support Benefit. Krystal has therefore limited herself in the type of jobs she feels she can apply for. She currently has a casual part time job. Ideally she would like to continue working part-time with a benefit to top up her income.

Her ideal service would listen to what she wants and call her when the right job is available. However she feels confident in her own job search skills and is motivated within the limitations she has placed on the number of hours she is willing to work.

Cruising

Jarrold (highly qualified, confident, not seriously looking but would work if got ‘the job’, enjoys lifestyle aspects of being unemployed)

Jarrold is 34 years old and tertiary educated. He has returned from spending many years travelling overseas, taking casual labourer jobs to get by. He is now only interested in applying for ‘nice jobs’ that better match his qualifications, motivations and interests. He has an interview lined up which he feels relatively confident about. Jarrold feels compelled by the requirements of Centrelink to provide evidence of job searching and does so selectively. He enjoys writing application letters, however Jarrold does not mind if he does not get a job. He is confident and self-assured, and does not feel that he needs a job for self esteem, or that

employment equates with happiness. *"In society if you're not working your considered worthless and to be not contributing any value. You're just bludging off the system. I don't believe this, I contribute in lots of other positive ways."*

Jarrold is currently writing the memoirs of his travels and considers this to be his job. He tried applying to Centrelink and other government agencies for a grant to allow him to try writing as a career but was not successful. Jarrold is happy living on unemployment and supplements his income by playing musical gigs in pubs and busking. He enjoys the lifestyle of being unemployed and the freedom to read and write, and spend time with his friends and girlfriend.

Jarrold believes that the Job Network Providers are not doing their job and that the current services are of little help for someone with his skills and qualifications. Jarrold wants a service that treats him as the client rather than a number, and provides pro-active services, which he feels the professional recruitment agency deliver.

David – (enjoys the lifestyle and freedom. Has confidence in his abilities but is not interested in working)

David is 26 years old and has been unemployed off and on for the last 3 years. David has had a difficult childhood and has been living and supporting himself since he was 14 years old. He enjoys the unemployed lifestyle because it allows him to be the master of his own time and gives him freedom to do other things. However the money he gets is barely enough to survive on and so he supplements his dole payments with under-the-table casual work. David has issues with drugs and authority, but is confident in himself and his skills and abilities. He hates being bored and often skateboards around town, sometimes dropping into cafes to see if there is any work available. David does not feel he has received any help from his Job Network Provider and feels that they should be doing more for him. The paid casual jobs that he's had have been from his own job search efforts. He strongly believes in his own abilities, although at times he feels employers can be judgmental about the way he looks.

David is unsure about what he wants to do, he believes Centrelink or his Job Network Provider should help him figure out what he wants to do and how he can do it – *"need to look at the long term solutions, rather than an 'any job quick fix'"*. At present he does not want a full time job, his ideal lifestyle would be to work in the winter and then enjoy the summer by going on unemployment benefit.

Withdrawn

Evie (angry, depressed, and is not looking for work or able to work)

Evie is an ex-health professional who has suffered from a number of medical conditions for some years. She believes that she has reached the point where she is now unable to work. Her doctor has confirmed that she is unable to work and has sent Centrelink the appropriate documentation. She is currently in dispute with Centrelink about her employability and disability status. Evie believes she should be receiving a Disability Benefit and is angry with the government and the rigid rules and inflexibility she experiences at Centrelink. If she had a choice, Evie would rather be employed. She is confident she could get a job easily in her profession if she was healthy. Life for Evie is bleak. The financial security and personal satisfaction that she feels she used to have when she was working, is no longer an option for her. Evie wants a Job Network service that will take into consideration her personal situation.

Neville (angry and frustrated at being made to look for work, not motivated to job search. Does not believe he should be asked to job search)

Neville is a 58-year-old carpenter who moved from Sydney to get away from city living and to open up his own small business. Unfortunately the business did not succeed. He has been looking for work for the last 7 years, and says that nearly half the town is unemployed. He believes that he will never work again because of the lack of appropriate jobs in his area for someone of his age and physical capabilities. He really misses the camaraderie of working on building sites. He says that he gets bored at home with nothing to do.

Neville is extremely angry and frustrated with Centrelink and the government for making him look for work when he believes that there are simply no jobs available for him. He is not motivated to find a job and has completely withdrawn from the idea of ever working again. He simply goes through the motions of applying for jobs to comply with Centrelink requirements to ensure he receives his benefit. At age 58 and in his circumstances, Neville wants to retire on an Aged benefit and give up what he considers to be futile attempts to find a job. He has accepted life living on a benefit, and has no intention of moving to find work to start again. He says it is very tough financially, but he and his wife get by.

"The government should stop trying to make me find a job. The only job around here I could try for is working on a fishing boat, but at my age that would kill me or at least

break my back. Where we live and at my age there are simply no jobs for me, and I'm too old to pack up and start again elsewhere. They should let people like me retire early and give up all this nonsense about making me get a job. I've done my bit, paid taxes all my life. They should just leave me alone".

Uses for Segmentation

The segmentation research can provide valuable information to better understand the needs of the different job seekers to which labour market policies are targeted. Armed with a better understanding of client needs, program managers and service providers can refine levels and types of assistance provided to clients and improve targeting of assistance to ensure services meet the needs of the individual job seeker. Traditional programs have been targeted to client groups through, for example, youth initiatives or services for older unemployed. The segmentation gives the Department and its various service providers, an alternative way of analysing client needs and refining services.

In the longer term, segmentation research provides many other useful possibilities. The tracking of individuals over time is one such possibility. Segmentation is not static. Job seekers will shift from being associated more with one segment than another during their job search experience as their confidence levels and job search intensity levels change and/or with the intervention of labour market assistance. Longitudinal studies to track movement of individuals between segments over time can inform the evaluation of labour market assistance by providing valuable information on the resulting attitudinal or motivational shifts and associated behavioural changes which occur with labour market assistance. This addresses the question: How can an individual be shifted from low motivation and low job search activity to higher levels through labour market intervention and what impact does this have on employment outcomes?

Tracking the relative size of the segments at different points in time can contribute to measurement of the effect of government interventions. Policies such as Mutual Obligation and Work for the Dole, for example, are partly aimed at increasing participation and developing work habits. By looking at segmentation over time it can be seen how the attitudes and job search behaviours of job seekers change with the longer-term implementation of these policies. This information linked with employment outcomes data, can contribute to the evaluation of the success or otherwise of such policies and, thus, inform policy refinement or new policy development.

Attitudinal segmentation research in New Zealand contributed to the development of a Needs Based Assessment Model (NBAM) as a component of individualised employment assistance delivered by the New Zealand Employment Service. The aim of the NBAM was to identify client need and categorise clients according to their level of need. The model included a range of variables, some of which measured attitudes, motivation and willingness to work. The model

was computerised and the procedures developed for employment advisors to use when assessing job seekers. The model also included appropriate interventions that could be offered to clients. In a similar way, a longer-term use for the Australian segmentation research could be to contribute to the current JSCI developed by the Department to assess a job seeker's risk of becoming long term unemployed and their associated needs for labour market assistance.

Implementation of changes to the JSCI would require substantial further development work, testing, stakeholder consultation and desirably, piloting and full evaluation. Researchers evaluating the New Zealand NBAM recommended that attitudes and motivation be included in the job seeker assessment but noted that it should be through "well-designed questions" and that "the assessment is dependant on well-trained EAs [employment advisors]".

Although not intended at this stage, the segmentation research could also be used to inform a communication strategy or social marketing campaign. The segmentation researched in New Zealand was used to develop an advertising campaign which aimed to motivate job seekers to want to find work and to more actively use the assistance available from the New Zealand Employment Service. Advertisements were developed with each job seeker segment in mind, using different motivational levers identified in the research.

Behaviour Change Stages

A number of behaviour change models have been proposed. One such classification adapted from Prochaskau and Di Clemente (1992) describes the stages of behaviour change as:

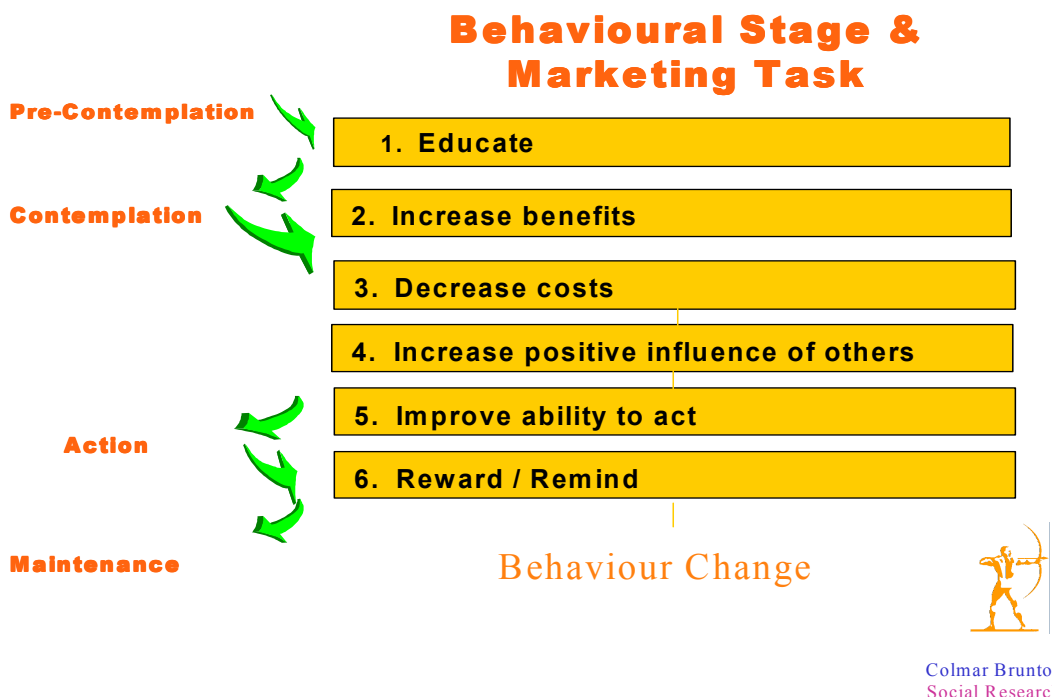
- *Precontemplation*: people do not think about whether their behaviour is appropriate for them at this point in their lives. People in this stage require more information and education.
- *Contemplation*: people are actively thinking about and evaluating recommended behaviours. People at this stage will change if they can see the increased benefits associated with behaviour change as well as a decrease in costs of changing from current behaviour.
- *Action*: people are exhibiting the behaviour for the first time. At this stage people need support and reassurance from influential others in their lives and to see reward for their actions.

- *Maintenance*: people are committed to the behaviour and have no desire/intention to return to earlier behaviour. These people need their behaviour change to be maintained.

Success in influencing behaviour change will be dependent on which stage of the behaviour change model the individual is at, and the application of the appropriate response. The individual's stage of behaviour change can be determined by investigating the attitudes of the individual.

Changing Job Seeker Behaviour - A Social Marketing Framework

In addition to individual strategies to encourage job seekers to maintain or adopt active job seeking behaviour, this research has identified the key factors that could be used by DEWR to facilitate behaviour change amongst job seekers at a macro level. The framework provided by Alan R Andreason provides an approach to effecting change through social marketing. This model is shown below.



According to this model different strategies would be required to shift job seekers through each stage of behaviour change ie from pre-contemplation to contemplation to action to maintenance

Pre-Contemplation to Contemplation

Job seekers at pre-contemplation generally do not want to work or do not feel like they are able to work, and are not actively looking for work for a variety of reasons.

They either:

- ◆ Are not aware of the benefits *to them* of looking for work and working; or
- ◆ Do not believe job searching/working is relevant to or appropriate for them.

Cruising job seekers and **Withdrawns** are most likely to be at the pre-contemplation stage.

The strategies required for job seekers at pre-contemplation are:

- ◆ Communicate the benefits *to them* of working (and looking for work); and
- ◆ Show that job seekers like them can effectively job search and find work.

Contemplation to Action

Job seekers at Contemplation are those who want to work but are not actively looking for work.

Disempowered and **Drifting job seekers** are most likely to be at the Contemplation stage.

The strategies required to encourage these job seekers to begin or increase their job search activities are to:

- ◆ Increase the benefits (perceived positive consequences) of job search and finding work.

These include;

- Increased self esteem and self worth;
- Self respect and the respect of others;
- Being accepted by their family, friends, peers and society;
- Contributing to society;
- Being able to plan for the future and achieve financial security;
- Being able to achieve a better standard and quality of life;
- Being able to provide for self, family and children's needs;
- Meeting new people and making new friends and contacts; and
- Being able to have a life not merely an existence.

- ◆ Decrease the costs (perceived negative consequences) of job search and finding work.

These include;

- Loss of leisure time/lifestyle choice;
- Loss of family time;
- Loss of secure income from the unemployment benefit;

- Earning less in wages than the unemployment benefit;
 - Loss of health/ other social benefits;
 - Loss of exemption from child support/alimony; and
 - Additional expenses such as lunch, clothes, public transport.
- ◆ Use influential others (Government agencies, Job Network agencies, family and friends, employers) to encourage job search; and
- ◆ Increase self-efficacy i.e. make it easy for job seekers to look for work by over-coming barriers such as;
 - Lack of confidence and self esteem;
 - Not knowing what sort of job they want;
 - Not being aware of job searching techniques and processes, or how to implement them successfully to find a job;
 - Lack of education, skills, training or experience;
 - Absence from labour market for an extended period of time;
 - Criminal or bad work record;
 - Drug or alcohol issues;
 - Age barriers;
 - Geographical distances to jobs and not having transport;
 - Lack of jobs in the area; and
 - Not being able to find affordable and safe childcare.

Action to Maintenance

Job seekers at the Action stage of behaviour want to work and are actively looking for work. **Struggling job seekers, Dependents** and **Selectives** are most likely to be at the Action Stage. The strategy required to encourage these job seekers to maintain/increase their job search activity is to reward them for their job search activity and ensure that they receive the benefits they seek.

Drivers are most likely to be at the Maintenance stage of behaviour. These job seekers require help to maintain their levels of motivation and openness.

Segment Needs

The research suggests that employment services will be more effective if they deliver whatever it takes to help each job seeker gain employment. This requires an understanding of what individual job seekers need to undertake effective job search and get a job. In this respect the Department recognises that job seekers have diverse needs and currently funds many of the services desired by the job seekers included in the research.

This research indicates that many of the job seekers who participated did not appear to access many of the services either because they were not offered to them or did not know they existed, and therefore did not ask for them. Furthermore, some job seekers who did access current services were dissatisfied. Although it is beyond the brief of this study, results strongly indicate that there may be some issues with targeting and the provision of services. It will be crucial to ensure that Job Network Providers are targeting services appropriately and consistently if job seekers are to receive the help they need to look for and secure a job.

A range of strategies to assist job seekers will be needed and may include:

- the management of job seeker expectations;
- increasing motivation by identifying goals and stepping stones;
- confidence building;
- training;
- wage-subsidies to reduce the gap between expectations, what is available and what employers are prepared to pay;
- job search training;
- work experience;
- career advice; and,
- in some cases rigorous monitoring of job search activity and breaching if necessary.

Whilst every job seeker will require a tailored approach to facilitate effective job search the broad strategy required for each job seeker segment is described below.

Drivers

In terms of the Behaviour Change Model described earlier, Drivers are at the Maintenance stage of behaviour change in that they want to work and are actively looking for work. Their service needs centre around maintaining their motivation levels through encouragement and acknowledgement and reward for their actions. They may also benefit from advice on the more effective job search techniques and

access to resources such as job information and equipment to assist with job seeking such as faxes, phones etc.

TASK: Maintain levels of motivation and openness.

Struggling job seekers

Struggling job seekers are at the Action stage of the behaviour change model. They require more support and encouragement than Drivers in order to increase their confidence levels and maintain motivation. These job seekers need positive reinforcement and advice on job seeking strategies. They need constructive feedback on job search experiences to prevent motivation waning through job rejections.

TASK: Increase levels of confidence to maintain motivation and widen job search methods.

Drifting job seekers

Drifting job seekers are at the Contemplation stage of the behaviour change model. They need assistance in identifying employment goals and learning job search methods. These job seekers need the positive influence of others to lead them to the understanding of the benefits of working and to lessen the barriers to employment. Drifting job seekers will likely benefit from structured pathways such as apprenticeships or vocational training or group job search which make it easier for them to enter into employment. With direction, support, and exposure to a wider range of job search methods, they will move into the Action stage of active and motivated job search.

TASK: Help identify employment goals to increase motivation and widen job search methods.

Disempowered

Disempowered job seekers are at the Contemplation stage of the behaviour change model. They first need to believe that getting a job is achievable, relevant and desirable. They may need intensive confidence and self esteem building to regain hope, motivation and improved self-image. Once their belief that they can work is

re-established, they need guidance and direction about work options and will likely need assistance back into the workforce such as work experience and continued post placement support.

TASK: Change belief they will not be employed to increase motivation and trigger job search activity.

Selectives

Selectives are in the Action stage of the behaviour model as they are motivated and actively looking for work. These job seekers need a service which maintains their motivation levels but also opens them to greater work and job search opportunities. They need advice on how to get 'the job' they are seeking and advice about labour market opportunities which helps them set goals and, if necessary, closes the gap between their expectations and reality.

TASK: Maintain level of motivation and educate about labour market opportunities to increase openness.

Dependents

Dependents are also at the Action stage of the behaviour change model. They need education and support to maintain motivation and increase self-confidence as well as increase openness about the type of job and job search activities acceptable to them. They need a service which helps them identify the stepping stones to achieving their goals.

TASK: increase openness about type of job and job search activities

Cruising job seekers

Cruising job seekers are likely to be at the Pre-contemplation stage of the behaviour change model. They need a service which educates them about the benefits of working, increases motivation to find work and helps identify goals. These job seekers also need rigorous and regular follow up to ensure they meet their mutual obligations.

TASK: Increase motivation and job search activity

Withdrawns

Withdrawn job seekers at the Pre-contemplation stage of the behaviour change model. They need a service which offers support and encouragement and listens to the circumstance of the individual. These job seekers may need intensive counselling or medical services before being able to attempt any job search activity. They need to be in a position to be able to work and feel confident in themselves that they are able to work. If they are unable to work, they need to be reassessed and placed on a more appropriate allowance.

TASK: Increase motivation and openness to job search activities or ensure people are able to work.

Future Directions

The research to date has;

- ◆ used qualitative research to identify eight job seeker segments;
- ◆ devised a series of statements (the segmentation tool) designed to differentiate job seekers on the basis of their levels of motivation and limitation;
- ◆ collected data in the 2001 Job Seeker Evaluation of Employment Services (Centrelink) Survey;
- ◆ developed the segmentation model using factor analysis (based on research done in New Zealand);
- ◆ developed a discriminant model which can be used to reproduce the segmentation at different points in time; and,
- ◆ quantified the segments.

As discussed elsewhere in this report, there are a number of potential short and long term uses of the research. Further development of the research will seek to address these uses.

Segmentation data has now been collected in two job seeker surveys, and the next step in developing the research will be the detailed analysis of this data. Work will also commence shortly on developing a longitudinal survey of jobseekers to examine how and why job seekers move between segments.

The research is “a work in progress” - the segmentation work is developmental. This is the first attempt by the Department to investigate and build an attitudinal framework for better understanding the Australian job seeker population. The research described in this paper is the foundation for this framework. As more is learnt about the attitudes of job seekers and the interaction with service requirements and outcomes, the framework can be expected to evolve and improve.

Appendix A

New Zealand Job Seeker Model

The New Zealand Job Seeker Model

Research conducted by Colmar Brunton Social Research identified six sub-groups or segments in the study of job seekers in New Zealand in the early 1990s⁴.

These cluster groups have been segmented according to their:

1. Level of confidence about finding a job; and
2. Whether they feel they are actively looking for work.

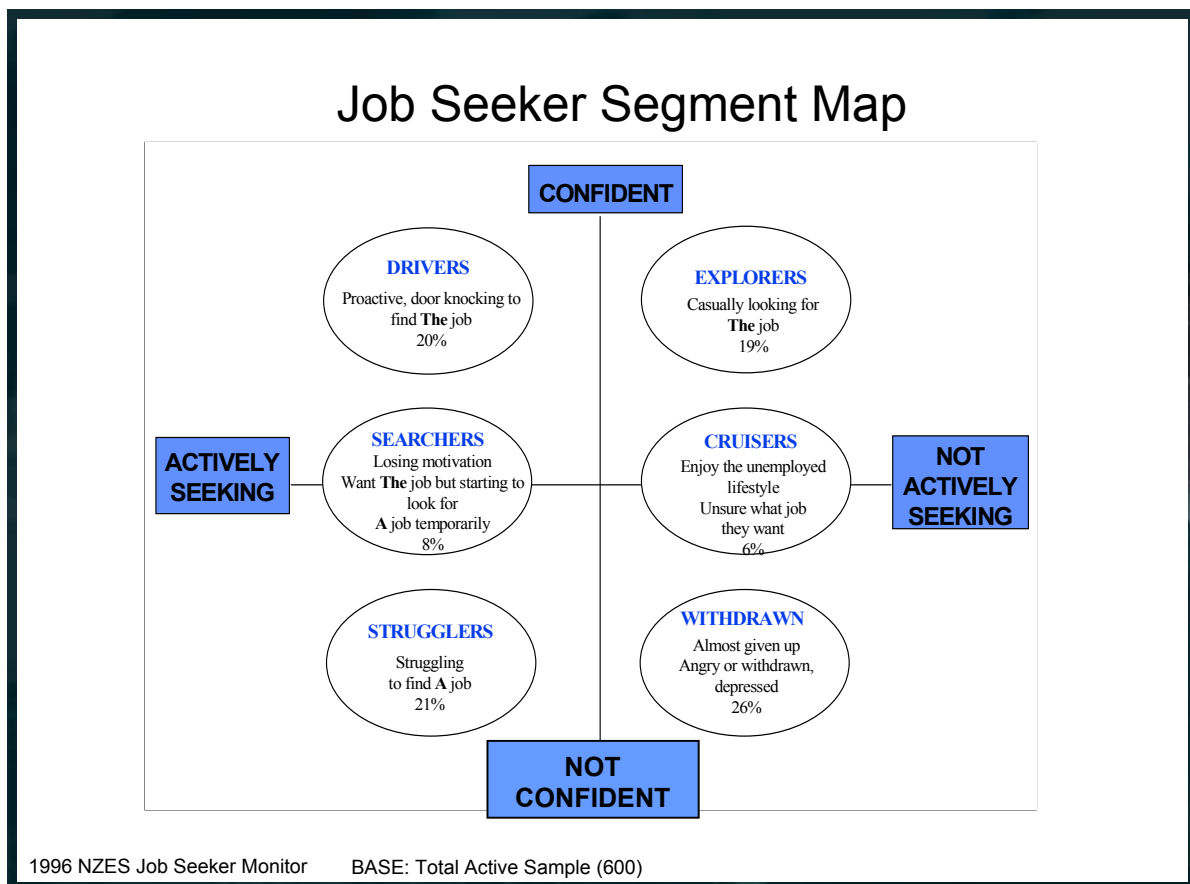
The use of such segmentation results in the following six cluster groups:

1. Drivers feel confident about looking for work and finding the 'right' job;
2. Searchers feel they are losing motivation and the confidence to find the 'right' job and may start to look for A job;
3. Struggling job seekers lack confidence and are struggling job seekers to find a job;
4. Explorers feel they are confident about their skills and about looking for work, and are waiting for The job;

⁴ To determine the segments we used a multivariate segmentation analysis, looking at many different variables at once and at how the clusters of similar groups formed within them the technique used was K-means partitioning. This looks at the total data set (picture a cloud of data points in space) and then randomly picks starting point within it and clusters around these points. This is continued using new random starting points until clusters that have the maximum distance (difference) between them are found.

5. Cruising job seekers enjoy the unemployed lifestyle and are unsure about what job they want; and
6. Withdrawn job seekers have almost given up and lack the confidence to look for work. They may be angry, withdrawn and depressed.

The following diagram outlines the New Zealand job seeker segmentation



The statements that were used to define the New Zealand segments were:

Drivers are more likely than other job seekers to agree that:

- ◆ I have been applying for lots of jobs lately;
- ◆ I would take just about any reasonable job at the moment; and
- ◆ I have recently been knocking on doors or phoning employers myself.

Searchers are more likely than other job seekers to agree that:

- ◆ I think I need more skills, education, training to get the right job for me; and
- ◆ I need a lot of help to find a job.

Struggling job seekers are more likely than other job seekers to agree that

- ◆ I am doing everything that I can but it is hard to get a job;
- ◆ I think even if I try hard it will take me a long time to find a job; and
- ◆ I need a lot of help to find a job.

The **Explorer** segment of job seekers are more likely than other job seekers to agree that:

- ◆ I know that I will find the right job eventually;
- ◆ I prefer to find the right job for me;
- ◆ I know that I will find a job soon; and
- ◆ I have a lot of confidence in myself and my skills and abilities.

Cruising job seekers are more likely than other job seekers to agree that:

- ◆ I think I would be better off on a benefit than working; and
- ◆ I don't mind being unemployed because it gives me time to spend with my family and friends.

Withdrawn job seekers are more likely to agree that:

- ◆ I find it hard to get motivated enough to go to a job interview; and
- ◆ I can't be bothered looking for a job.

Differences between the New Zealand and Australian segmentations

Despite the similarities between job seekers in Australia and New Zealand, this research has identified key differences. These occur because the underlying dimensions and characteristics that define Australian job seekers are not the same as those that define New Zealand job seekers.

Whereas the New Zealand segmentation used the dimensions of levels of confidence and perceived job search activity, these were not effective in differentiating Australian job seekers. This seems to be due to the impact of mutual obligation on (albeit half-heartedly in some instances) job search activity and the greater prominence of jobs and job search selectivity. Levels of confidence and perceived job search activity still form key qualities of the 'motivation' dynamic but the Australian segmentation places equal importance on the 'openness' dimension which captures job selectivity and willingness to undertake a wide range of job search methods.

These dimensions create new and modified segments, and whilst some segment names have been retained they are defined differently. Specifically the segments have changed in the following ways:

- ◆ **Drivers** are still confident and actively job searching but are now willing to take any job rather than 'the job';
- ◆ Explorers have been re-named as **Selectives** and are now highly motivated to find 'the job';
- ◆ **Struggling job seekers** now have higher levels of confidence and retain their motivation, job search activity and lack of job search selectivity;
- ◆ **Drifting job seekers** replace Searchers and are not actively job searching;
- ◆ The Withdrawn have been divided into two segments. The new **Withdrawn** and the **Disempowered** both feel that employers will not hire them, however, the Withdrawn are closed to any sort of employment whilst the Disempowered are open to any job;
- ◆ Cruisers have become **Cruising** and are less motivated or confident and more job selective and limited in their job search activities; and

- ◆ A new segment **Dependents** has been identified. These are people who are depending upon the system until the 'right' job comes along. They are similar to the New Zealand Explorers or Cruisers in that they are selective about the type of work they want but are different because they actually want to work and are trying to find work.

Appendix B

Sample Profile

Location	Number of Interviews
Sydney	11
Wollongong	12
ACT/Queanbeyan	10
Goulburn	6
Yass	6
South Coast	7
Total	52

	Number of Interviews
Gender	
Males	27
Females	25
Total	52

Age	Number of Interviews
20 or less	6
20-24	5
25-39	13
40-54	21
54 or more	7
Total	52

Type of Service	Number of Interviews
Registered with Job Network & receiving assistance	35
Registered with Job Network & not receiving assistance	11
Not registered with Job Network Member	5
Other/don't know	1
Total	52

Duration of unemployment	Number of Interviews
Less than 3 months (12 weeks)	4
3-6 months (13-25)	7
6-12 months (26-52 weeks)	9
Re-registered (999)	3
12 months – 3 years (53 – 156 weeks)	16
More than 3 years (157 weeks and over)	13
Total	52