



PACE – Client Experience Survey

Commissioned by Skills Development Scotland
on behalf of the PACE Partnership

By IFF Research

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EXECUTIVE SUMMARY

Introduction and background

- 1.1** PACE (Partnership Action for Continuing Employment) is the Scottish Government's national strategic partnership framework for responding to redundancy situations. Its aim is to ensure that public sector agencies respond to potential and proposed redundancies as quickly and effectively as possible.
- 1.2** The Scottish Government set up a national strategic group chaired by the Minister for Skills and Lifelong Learning, to oversee a continuous improvement programme to enhance the operation of PACE. In June 2009 the "PACE Partnership" was established which brought together the Scottish Government with 18 partner organisations.¹
- 1.3** Skills Development Scotland commissioned IFF Research Ltd. on behalf of the PACE Partnership to evaluate the performance of the refocused PACE as part of the continuous improvement programme.
- 1.4** The findings in this report are based on a telephone survey of 803 individuals conducted between 15th March and 8th April 2010. Interviews were conducted by telephone, using Computer Aided Telephone Interviewing (CATI), from IFF Research's telephone centre at its offices in London.

Aims and objectives

- 1.5** More specifically, the core aims of this piece of research were to:
 - gauge the extent to which clients have accessed specific PACE services;
 - examine the perceived relevance, usefulness and timeliness of each service that PACE clients have received, as well as their satisfaction levels more broadly;
 - establish the influence that PACE has had on clients' progression into learning and/or (intended/desired) employment, as well as the extent of "softer" benefits to individuals' lives such as self-confidence and motivation;
 - channel the insight gained from the study into the development of recommendations for further enhancing the focus and effectiveness of the PACE initiative.

¹The partner organisations are The Scottish Government; Skills Development Scotland; Jobcentre Plus Scotland; ACAS Scotland; Alliance of Sector Skills Councils; Citizens Advice Scotland; Confederation of British Industry Scotland; Convention of Scottish Local Authorities; Federation of Small Businesses Scotland; HM Revenue and Customs; Highlands and Islands Enterprise; Scotland's Colleges; Scottish Chambers of Commerce; Scottish Enterprise; Scottish Funding Council; Scottish Qualifications Authority; Scottish Trades Unions Congress; Scottish Training Federation; Universities Scotland.

Key findings

- 1.6 The PACE service is perceived as having a positive influence on users' employment and employment prospects, and on their motivation to find work.** Around half of those who had left their redundant job role by the time of survey had secured new employment at some stage post-redundancy (51%), and most of these (58%) felt that the PACE service had helped them to move into (new) work.
- 1.7 Almost two-thirds (63%) of PACE service users who had left their redundant job role had either found new employment or undertaken training or development.**
- 1.8 The PACE service also helps people to develop new skills.** A quarter (26%) of PACE service users who had left their redundant job role had undertaken training or development since their job was selected for redundancy. Three fifths (59%) reported that the PACE service led to improvements in their ability to write a CV or job application, and around one in five (19%) said that PACE had greatly increased their motivation to apply for more jobs.
- 1.9 Most users believed the intervention to have been delivered at exactly the right time.** Seven in ten (70%) agreed that the initial presentation/information pack was perfectly timed; among the remainder there was a more or less even split between those who believed it to have been delivered too early (17%) and those who believed it to have been delivered too late (13%).
- 1.10 Users are highly satisfied with the package of support that the PACE service is delivering, and perceive it to be useful and relevant to their needs.** In terms of the specific elements of the PACE services:
- 89% of users who reported they had received a general group presentation and information pack from PACE rated it as relevant, 91% as useful and 94% were satisfied with the intervention;
 - Personalised support with regard to *CV development, job search and application processes* and *interview technique* are seen as the most relevant and most effectively delivered aspects of the service (each with satisfaction scores of over 90%);
 - Other support services were also rated positively. *At least 75% of people who used each PACE service were satisfied with the service they received.*
- 1.11** Advice on business start-up and also money management were accessed by lower numbers of service users than more general careers guidance. Significant proportions of clients who received this advice thought that it was not relevant or useful to them (as many as two fifths in the case of advice on business start-up).²
- 1.12** It is worth noting that – against the backdrop of tough economic conditions and a challenging jobs market – three in five of those who had moved into new employment had moved into a role associated with a lower rate of pay (60%), and two-fifths (38%) reported that the level of skills required for the new role was lower than for the role from which they were made redundant.
- 1.13** It is also worth noting that only half (50%) of individuals surveyed had actually left their redundant job role by the time of survey (the remainder were still working in the job selected for redundancy).

² It should be noted that these two services were also the least frequently used or accessed, and that the FSA money management services were offered on a pilot basis to a limited number of individuals.

INTRODUCTION

Introduction

- 2.1 PACE (Partnership Action for Continuing Employment)** is the Scottish Government's national strategic partnership framework for responding to redundancy situations. Its aim is to ensure that public sector agencies respond to potential and proposed redundancies as quickly and effectively as possible.
- 2.2** On behalf of the Scottish Government, Skills Development Scotland co-ordinates the national and local level response teams to provide tailored help and support to individuals facing redundancy and identify training activities where appropriate.
- 2.3** Support provided through PACE to individuals and employers facing redundancy situations is wide ranging and includes information, advice and guidance, access to job vacancies and funding to support training and career progression.
- 2.4** Following the successful PACE Summit held in February 2009, and in view of the difficult economic backdrop within which PACE is operating, the Scottish Government formed the view that it would be important to involve all organisations with an interest in PACE to provide an opportunity for them to contribute and to influence directly the work of PACE.
- 2.5** It is in this context that the Scottish Government set up a national strategic group chaired by the Minister for Skills and Lifelong Learning, to oversee a continuous improvement programme to enhance the operation of PACE. In June 2009 the **"PACE Partnership"** was established which brought together the Scottish Government with 18 partner organisations.³
- 2.6** Six workstreams are taking forward the continuous improvement work covering the areas of the PACE Offer, PACE Delivery, PACE Marketing and Promotion, PACE Data Capture and Evaluation, PACE Early Intervention and PACE Staff Development.
- 2.7** Through this initiative a series of improvements have been made to the operation of PACE including:
- making PACE support more accessible to individuals and employers, the first improvements included a new national helpline and re-energised website;
 - enhancements to the PACE offer incorporating improved support for financial management, literacy, numeracy and health and well being;
 - an audit of current delivery which will inform a new delivery model;
 - implementation of a new marketing strategy;
 - introduction of a new system for recording PACE interventions;
 - a new staff development programme; and
 - ongoing work to explore early intervention issues.
- 2.8** Skills Development Scotland commissioned IFF Research on behalf of the PACE Partnership to evaluate the performance of the refocused PACE as part of the continuous improvement programme.
- 2.9** This report presents the findings of a survey of 803 PACE service users undertaken in March/April 2010, presenting their views on the relevance, quality and timeliness of support. It highlights the perceived influence that PACE has had on post-redundancy progression into learning and/or employment, as well as the extent of "softer" benefits to individuals' lives such as improvements to their self-confidence and motivation.
- 2.10** It should be noted that some individuals taking part in the research were still receiving support through PACE services at the time of the survey.
- 2.11** Further details on the methodology of this client survey can be found in the following sections. Recommendations for further development of the research (and PACE) are included in the final section of this report.

³ The partner organisations are The Scottish Government; Skills Development Scotland; Jobcentre Plus Scotland; ACAS Scotland; Alliance of Sector Skills Councils; Citizens Advice Scotland; Confederation of British Industry Scotland; Convention of Scottish Local Authorities; Federation of Small Businesses Scotland; HM Revenue and Customs; Highlands and Islands Enterprise; Scotland's Colleges; Scottish Chambers of Commerce; Scottish Enterprise; Scottish Funding Council; Scottish Qualifications Authority; Scottish Trades Unions Congress; Scottish Training Federation; Universities Scotland.

AIMS AND OBJECTIVES

3.1 Skills Development Scotland commissioned IFF Research Ltd, on behalf of the PACE Partnership, to evaluate the performance of the refocused PACE from a client perspective as part of the continuous improvement programme and thereby establish a current position against which the quality and effectiveness of services can be measured.

3.2 More specifically, the core aims of this piece of research were to:

- gauge the extent to which clients have accessed specific PACE services;
- examine the perceived relevance, usefulness and timeliness of each service that PACE clients have received, as well as their satisfaction levels more broadly;

- establish the perceived influence that PACE has had on clients’ progression into learning and/or (intended/desired) employment, as well as the extent of “softer” benefits to individuals’ lives such as self-confidence and motivation;
- channel the insight gained from the study into the development of recommendations for further enhancing the focus and effectiveness of the PACE initiative.

4.2 PACE supported over 17,000 clients during the calendar year 2009. The starting sample for this research was a subset of this group comprising a total of 1,397 PACE clients who had received one to one career planning services. A full breakdown of the sample outcomes is shown in the table below. Interviews were completed with 80% of eligible contacts.

Methodology

4.1 The findings in this report are based on a telephone survey of 803 individuals conducted between 15th March and 8th April 2010. Interviews were conducted by telephone, using Computer Aided Telephone Interviewing (CATI), from IFF Research’s telephone centre at its offices in London.

Figure 4.1: Sample outcomes

	n	% of starting sample	% of eligible contacts
Total starting sample	1,397	100%	
Wrong number/dead line	85	6%	
Not able to make contact with respondent	220	16%	
Could not recall PACE service	91	7%	
All eligible contacts	1,001	72%	100%
Completed interview	803	54%	80%
Refused to participate	179	13%	18%
Stopped interview	19	1%	2%

PROFILE OF PACE USERS

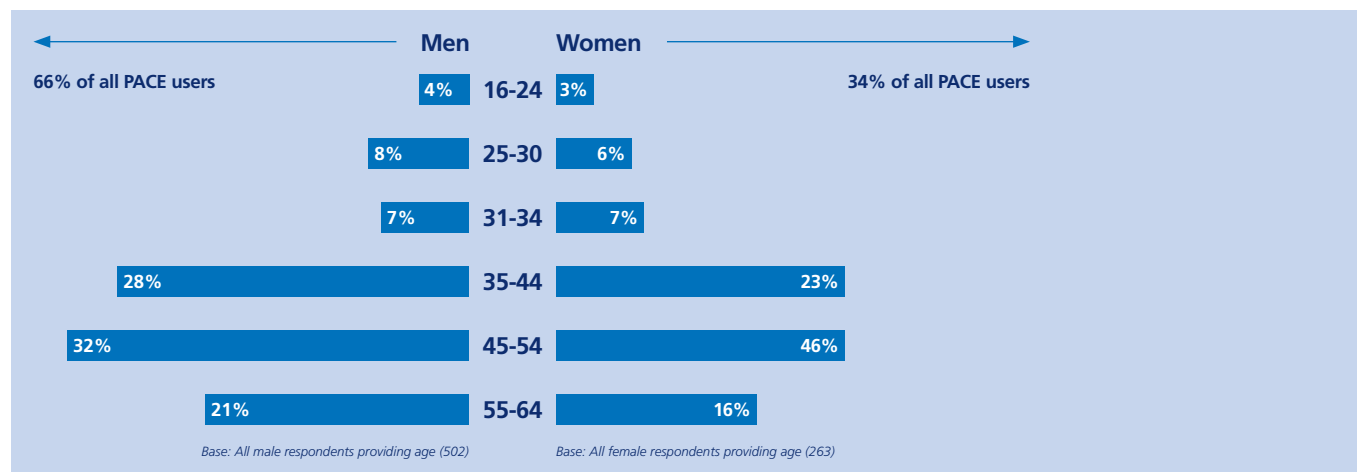
- 5.1** The job roles held by the individuals surveyed as part of this research had been selected for redundancy. Two thirds of the individuals surveyed were working for small or medium-sized employers with fewer than 250 staff at the time, with the remainder working for larger companies.
- 5.2** Only half (50%) of individuals had actually left their redundant job role by the time of survey (the remainder were still working in the job selected for redundancy).
- 5.3** Figure 5.1 details the gender profile of PACE users, and the age profile within gender. Two thirds of PACE users were male (66%) and one third female (34%). This suggests either that men have been more likely to find themselves at risk of redundancy in the current climate than women, or that men were more likely to respond to the survey.⁴ This is an area which would merit more investigation in future work, and where enhanced use of management information to establish PACE user population profiles would be of great benefit.

- 5.4** A greater proportion of female users were aged over 45.
- 5.5** All respondents were asked a series of detailed questions on the chief income earner in their household (including position, industry and level of qualifications held). From these answers a “social grade”⁵ code for each respondent was produced.
- 5.6** Of the respondents surveyed, 8% were coded into the AB category, 63% as C1C2 and 29% as DE. This demonstrates that redundancies are cutting across the social strata, although clearly the group most affected are those in middle to lower ranking occupations.
- 5.7** Of those willing to disclose their ethnicity, 87% were from a White British or Other White background. To put this in context, the 2001 census data for Scotland shows that 95% of people classified themselves as White British or “Other White” – highlighting that a slightly higher proportion of

BME respondents were surveyed, or that BME individuals were slightly more likely to have been in positions selected for redundancy.

- 5.8** In terms of other key diversity indicators:
 - 4% of service users described themselves as having a long-term physical or mental impairment which limits the daily activities or work they can do;
 - In terms of sexual orientation fewer than 1% described themselves as a gay man or woman;
 - Three fifths (61%) do not follow a belief or religion. 17% are Church of Scotland, 13% are Roman Catholic, 4% follow another Christian religion, and 1% follow a non-Christian religion.

Figure 5.1: Age Profile



⁴ Experience suggests that men tend to be less likely to respond to telephone surveys of this nature than women.
⁵ Social grading is a form of demographic classification used in the UK. It was originally developed by the National Readership Survey (NRS) in order to classify readers and the system has since become the standard classification used in market research. Category AB relates to those in higher or intermediate managerial roles. Category C1C2 relates to those in junior administrative/managerial roles and skilled workers and category DE relates to semi skilled, manual and casual workers.

THE PACKAGE OF SERVICES RECEIVED

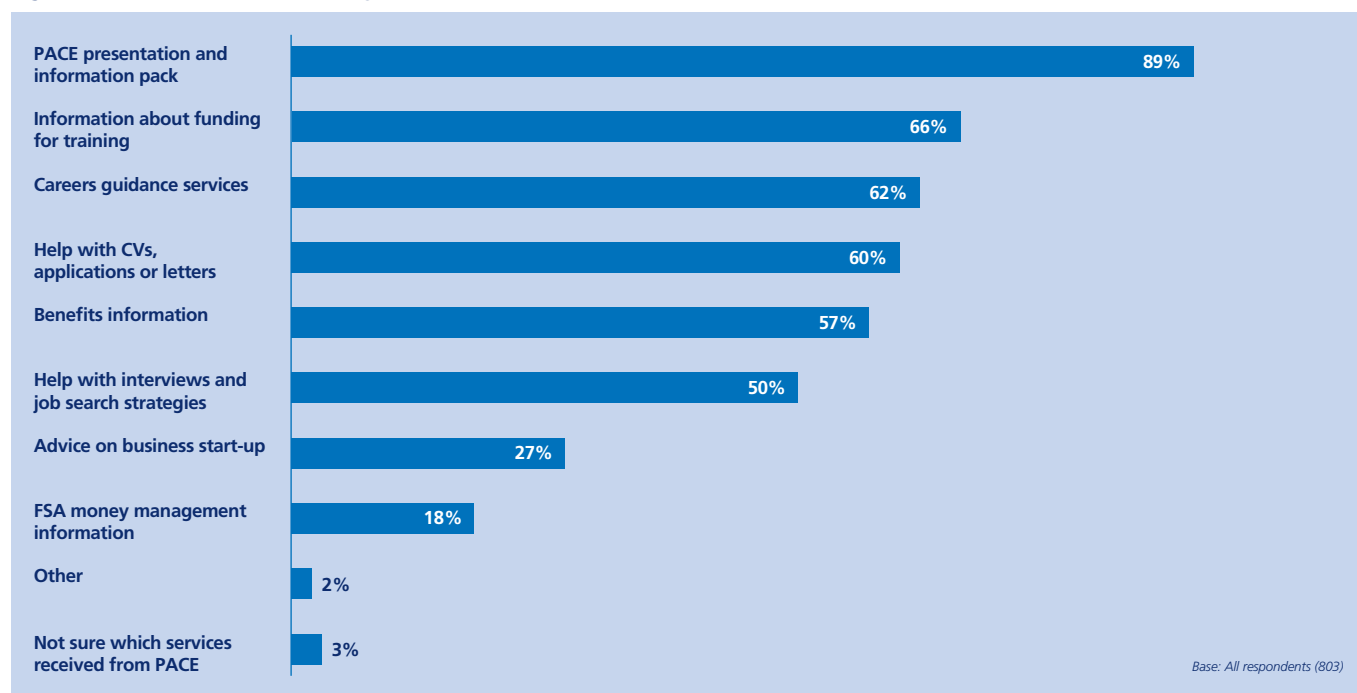
- 6.1** Reflecting the number of partners involved in the delivery of PACE, the range of support services offered through PACE to individuals facing redundancy is wide and encompasses a number of different areas. This section examines the types of services accessed by PACE users.
- 6.2** The majority of individuals surveyed (89%) reported they had received a general group presentation and information pack from PACE, the standard initial introduction where the PACE service is delivered in the workplace. During this presentation individuals will have been provided with information on the services offered through PACE, and will

have made a decision as to which they felt to be of interest to them. Further one to one support will have been provided if necessary to assist them to select services.

- 6.3 Take-up of the majority of services was high.**
As shown in Figure 6.1 below, between a half and two thirds of individuals had accessed information on funding for training (66%), further careers guidance services (62%), assistance and advice around formulating an effective CV or job application (60%), information about benefits (57%) and advice on interview technique and job-search (50%) through PACE.

- 6.4** It is clear that many clients accessed or used more than one service after receiving the initial presentation/ information pack.
- 6.5** Far fewer had received advice on self-employment and business start-up (27%) or accessed information from the FSA on money management through their PACE contact (18%). The small numbers accessing these services can be explained by the fact the service was being piloted in a small number of locations.
- 6.6** One in six respondents (16%) mentioned that their employer had bought in other redundancy support services aside from PACE, most commonly Right Management or DBM. In such cases, the most common services taken up were support relating to CV preparation and job applications (7%), job search and interview technique (5%) and general careers guidance (5%).
- 6.7** There were few significant differences by age or gender in terms of the services (information or help) that clients had received, with exception of help with interviews and job strategies, where women were significantly more likely to access this service (59% compared with 46% of men).

Figure 6.1: Services received through PACE



CLIENT VIEWS ON THE PACE SERVICE

7.1 Almost all individuals that were offered PACE services will have received a PACE presentation and information pack detailing the different help and support that is available to them. This range of services includes:

- Information on funding, training and benefits;
- Careers guidance services;
- Help with CVs and applications;
- Help with interviews and job strategies;

- Advice on business start-ups; and
- FSA money management information.

7.2 In this section, we explore how PACE clients rated the services they received. Clients were asked to rate the services they received on a number of measures; firstly how relevant they viewed the services to be; secondly how useful they found the materials provided with the service; thirdly, how satisfied they were with the ways in which the services were delivered; and lastly how they felt about the timing of the delivery of services.

7.3 It should be noted that all analysis in this section is based on clients that accessed or used the specific services in question.

Relevance of PACE services

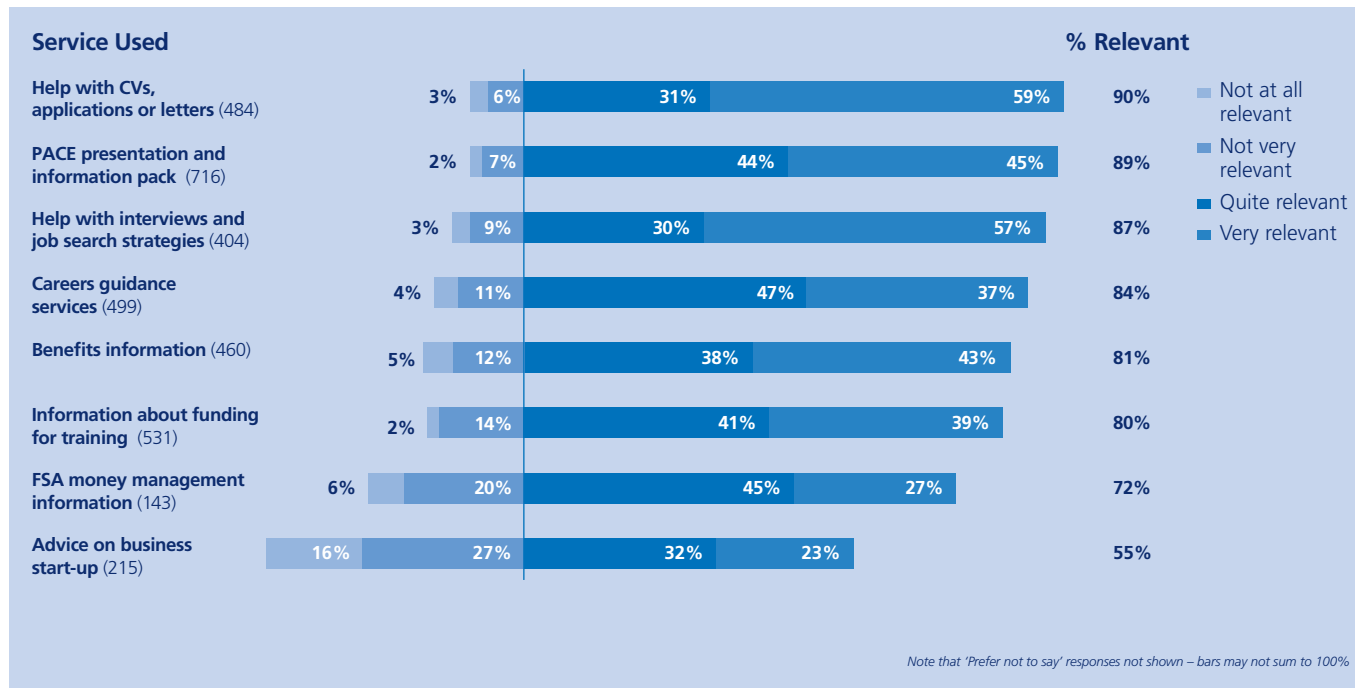
7.4 Overall, PACE customers found the services they received to be very relevant to their needs. Across the majority of services, over 4 in 5 clients that used each respective service stated that they were relevant to them.

7.5 Figure 7.1 below shows how PACE customers rated each of the services they received in more detail. **The help PACE offered with CVs and applications was seen as the most relevant service, with 90% of recipients seeing it as quite or very relevant, followed by the PACE presentation and information pack (89%) and advice on interview technique or job search strategies (87%).**

7.6 The advice offered by PACE on business start-ups was seen as the least relevant of the services offered: although the majority of clients receiving these services viewed them as relevant, 43% did not. A significant proportion of recipients of FSA money management services also deemed this to be not very or not at all relevant (26%). It should be noted that these two services were also the least frequently used or accessed, and that the FSA money management services were offered on a pilot basis to a limited number of individuals.

7.7 What we cannot determine from the current survey, however, is whether this was the result of individuals making the wrong choices about which services to select (i.e. a “self-service” issue), or whether it was because they did not access the necessary guidance to make an informed decision about what to follow up.

Figure 7.1: Perceived relevance of PACE services



CLIENT VIEWS ON THE PACE SERVICE

7.8 Figure 7.2 shows the proportion of recipients who found the materials (written or otherwise) provided through PACE to be useful. **At an overall level the majority of PACE clients found the services they received through PACE useful.**

7.9 The introductory PACE presentation and information pack and PACE assistance with CVs proved to be the services with the most useful materials to those recipients receiving them, with 90% rating them either very or quite useful. Mirroring the findings on perceived relevance, PACE assistance with interviews and job search strategies was

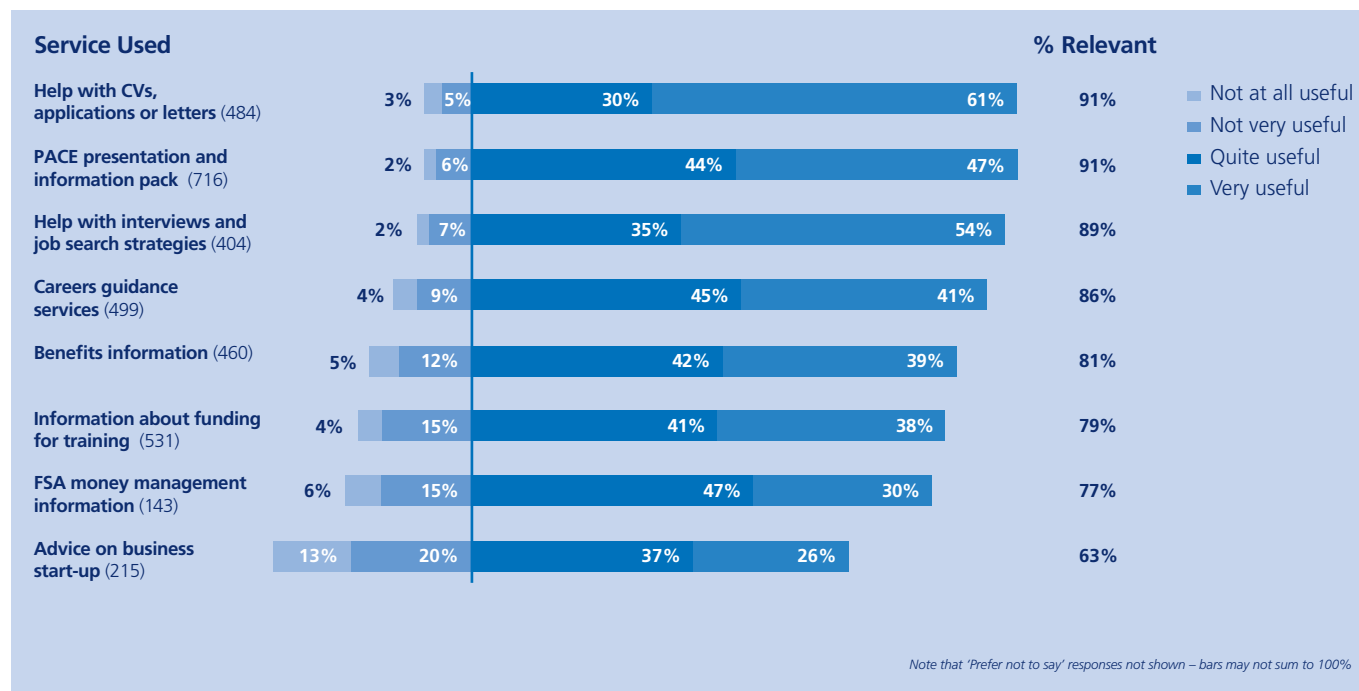
the next highest rated service with 89% of recipients of these materials finding them very or quite useful.

7.10 The materials received as part of CV and interview services were most likely to be rated as very useful. 61% of those receiving help with their CVs/applications rated the materials here as very useful, as did 54% of those who received materials from PACE services around interview help. This compares to 47% of those receiving a PACE presentation and information pack.

7.11 Although used by fewer people, materials received as part of advice on business start-up were still found to be very or fairly useful by 63% of recipients. Furthermore over three quarters (77%) of those receiving FSA money management information found the information to be very or fairly useful.

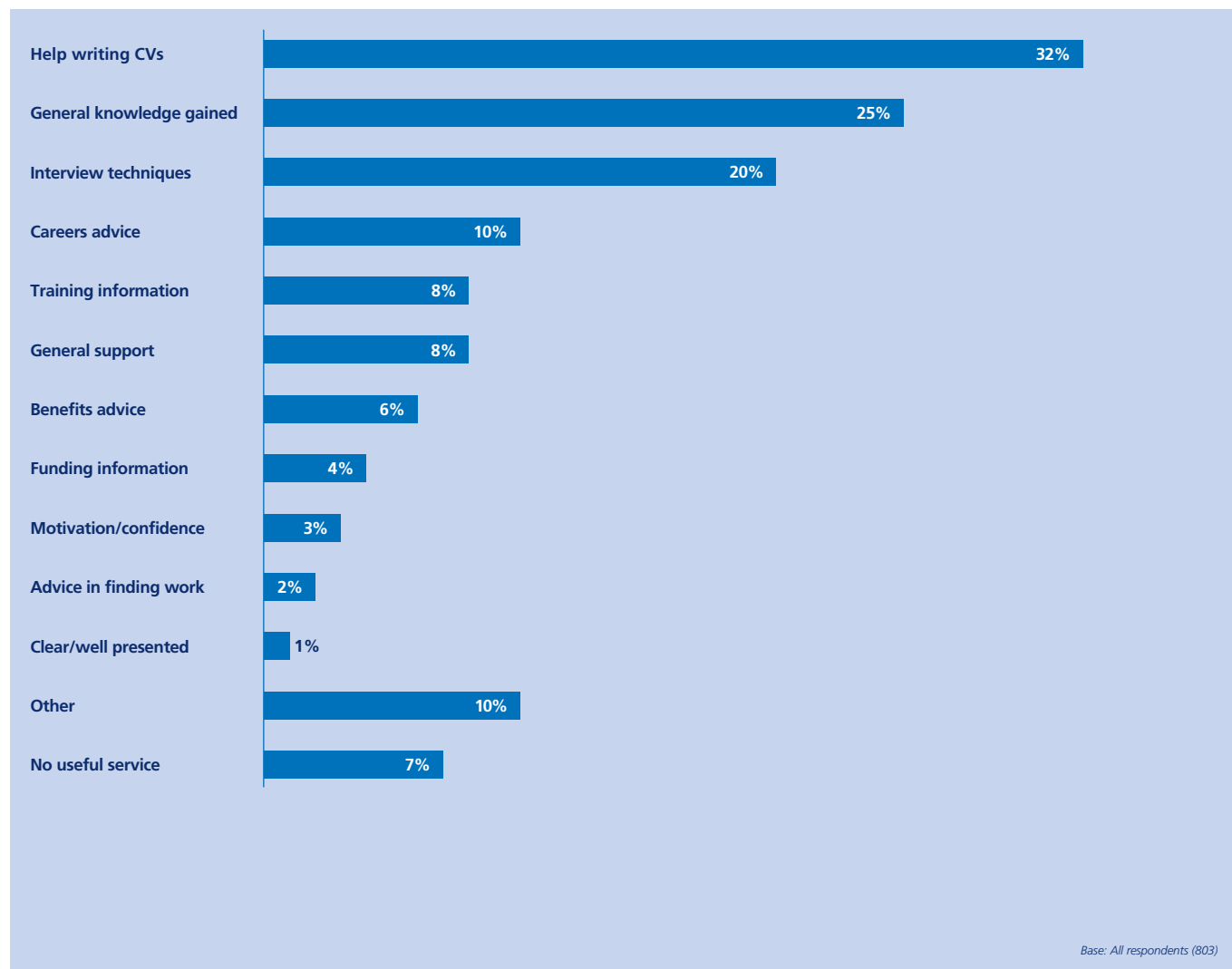
7.12 Reasons for dissatisfaction with the services were not explored and this may be a topic to explore further in future research studies.

Figure 7.2: Usefulness of PACE Materials



CLIENT VIEWS ON THE PACE SERVICE

Figure 7.3: Useful Aspects of the PACE services



7.13 PACE service users were also asked at an overall level (on an unprompted basis) what they thought the most and least useful aspects of the PACE service were. Figure 7.3 shows that the most useful aspects were deemed to be help with writing CVs (32%) and help with interview techniques (20%).

7.14 This is consistent with the findings relating to the usefulness of specific services, where CV assistance was commonly viewed to be the most useful.

7.15 A quarter of clients (25%) viewed the services on a more holistic level and felt that the overall general knowledge they had gained from the different services was the main benefit of involvement with PACE.

7.16 A minority of respondents (7%) felt that there were no useful aspects of the PACE service.

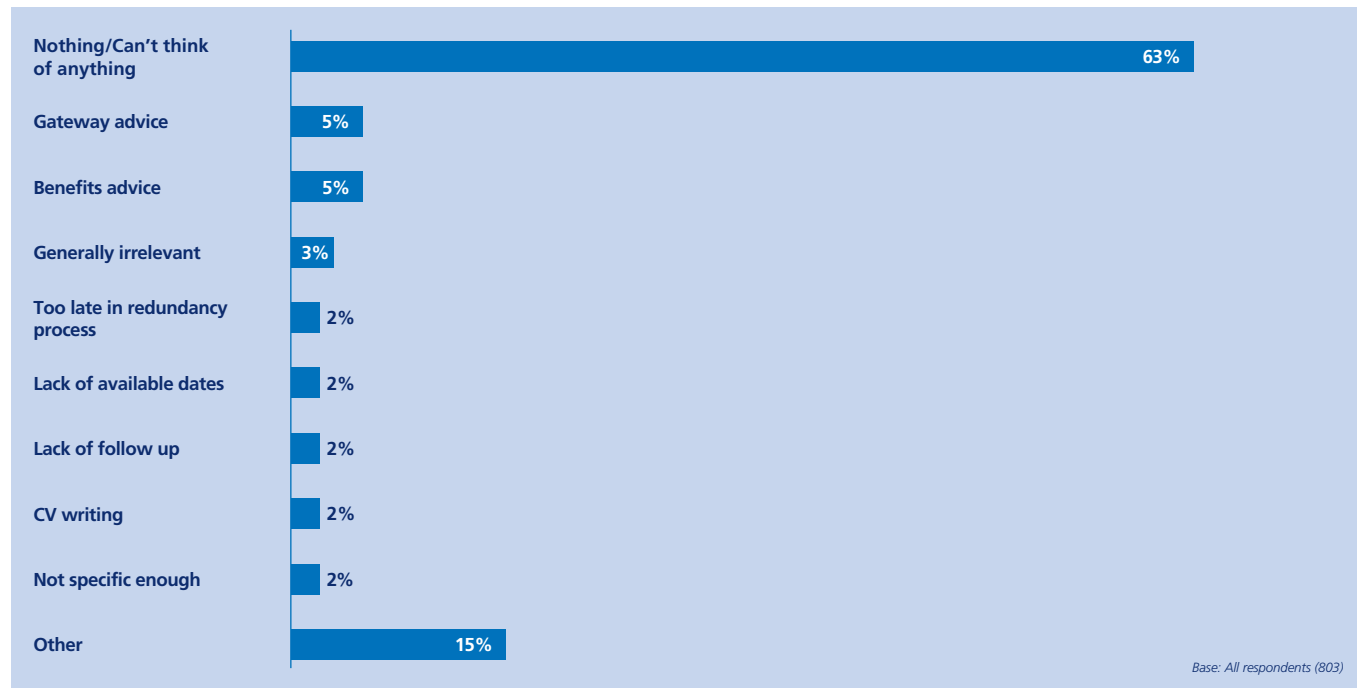
CLIENT VIEWS ON THE PACE SERVICE

7.17 Encouragingly the majority of PACE clients (63%) had no negative or constructive criticism on PACE services (as shown by Figure 7.4).

7.18 Where feedback was more critical, the reasons were wide ranging, usually involving specific feedback on elements of the PACE services. Most commonly it was felt that the gateway advice and the benefits advice were less relevant to clients’ needs (both mentioned by 5% respectively).

7.19 Other specific concerns related to criticism that the guidance and support was delivered too late in the redundancy process and that there was not enough flexibility regarding the dates of delivery (both mentioned by 2%).

Figure 7.4: Less useful aspects of the PACE services



CLIENT VIEWS ON THE PACE SERVICE

Satisfaction with the delivery of PACE services

7.20 Respondents were also asked how satisfied they were with the way PACE services had been delivered. **Satisfaction with delivery is high; around nine in ten clients were satisfied with the PACE presentation, CV assistance, help with interviews and careers guidance.**

7.21 Satisfaction with service delivery was highest for the PACE presentation and information pack: 94% of recipients were quite or very satisfied with the delivery of these services.

As this is the introductory session that introduces clients to the services offered through PACE this is an important finding, highlighting that the introduction to PACE is being delivered appropriately.

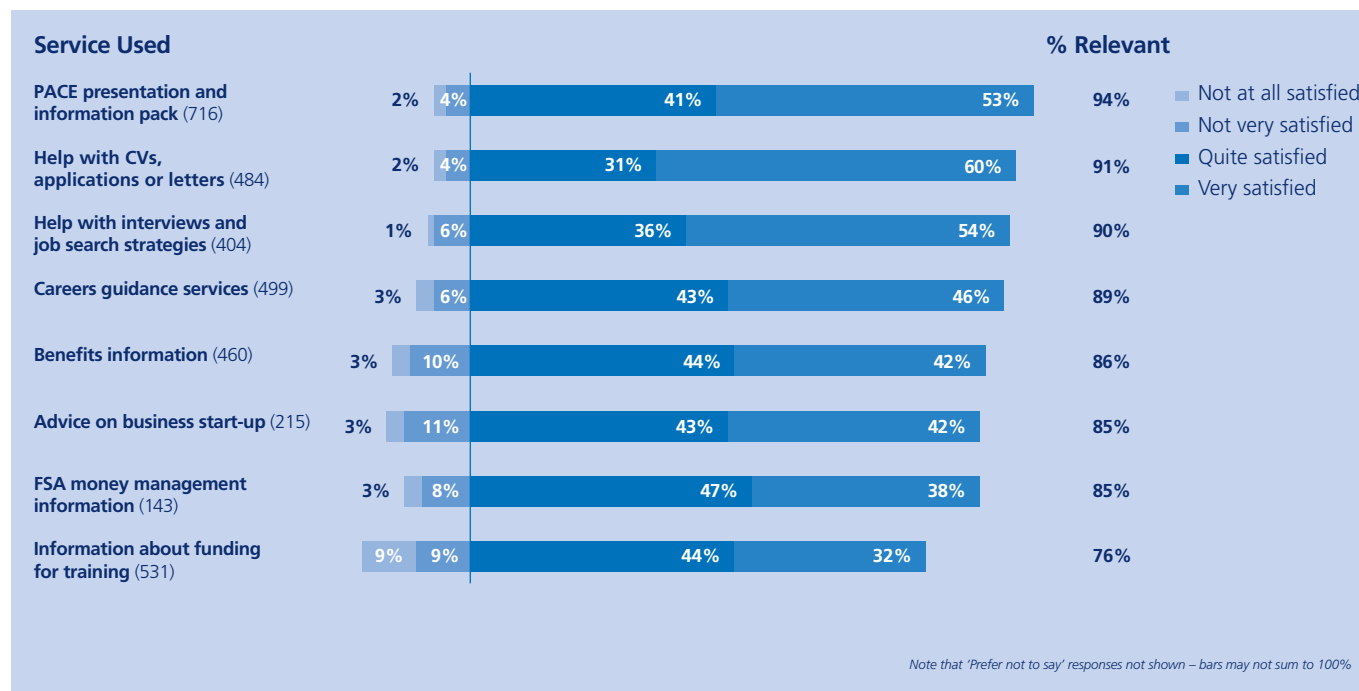
7.22 The majority of clients (53% overall) were very satisfied with the delivery of the PACE presentation and information pack, although this was exceeded by the proportion very satisfied with the delivery of CV coaching (60% of those receiving this service) and with the delivery of help with

interview techniques (54%). Again this is consistent with the findings relating to the relevance and usefulness of specific services (assistance with CVs was commonly viewed to be the most useful – at both a spontaneous and prompted level).

7.23 Levels of satisfaction were lowest regarding information about funding for training, with approaching one in five users (18%) being dissatisfied with this service.

7.24 When the level of satisfaction with the delivery of PACE services is split by current employment status, we can see that nearly all recipients (20/21) of the FSA money management information who were not actively looking for work, were satisfied with the information they received. Although the base size is low (21) and this finding should be treated with caution, it is positive, particularly as this could be the group of people most at risk of financial difficulties in the near future.

Figure 7.5: Level of satisfaction with the delivery of PACE services



CLIENT VIEWS ON THE PACE SERVICE

Timeliness of PACE interventions

7.25 PACE clients were also asked to rate the timing of the delivery of each service they experienced according to whether it was perfect, about right or whether the services were offered too early or too late in the redundancy process. **The majority of recipients of all services felt that the timing was perfect, or that the timing was about right.**

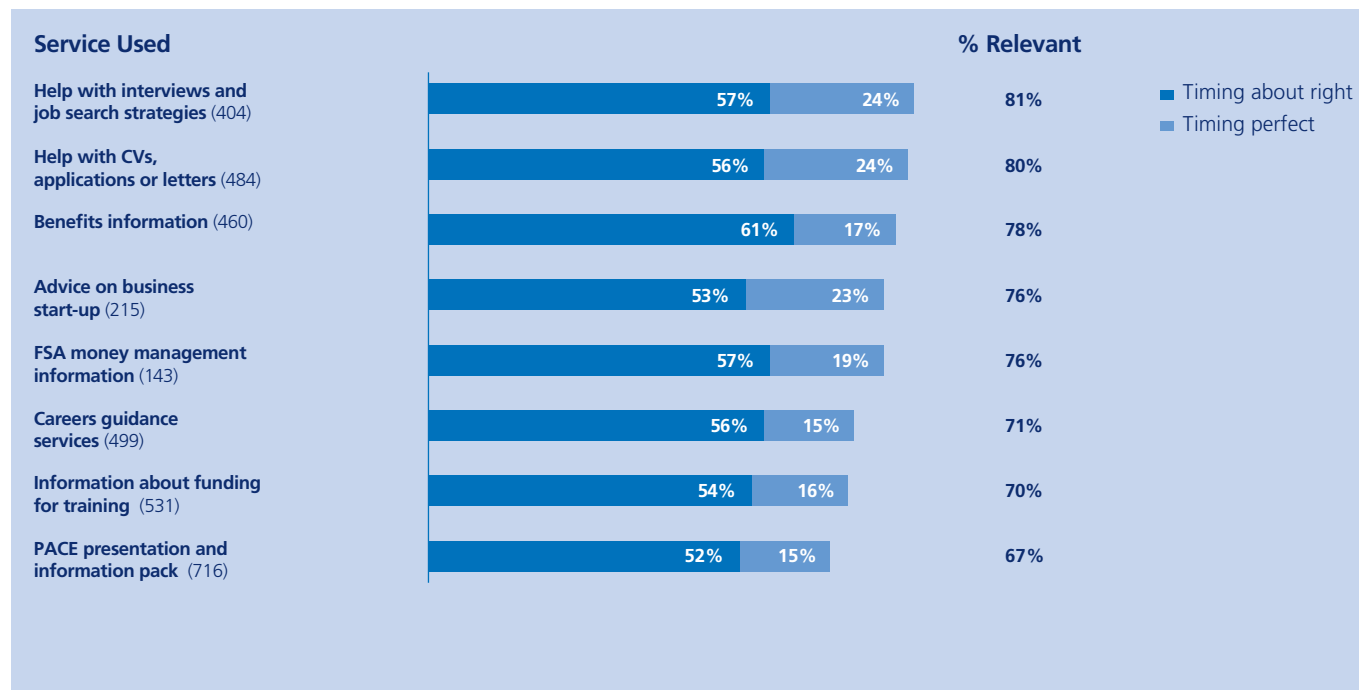
7.26 As shown in Figure 7.6, the timing of the help recipients received with interview techniques and job search strategies was deemed to be the most appropriate,

with 81% of respondents receiving this service rating the timing as perfect or about right. 80% of recipients of help with CVs also agreed the same about the timing of this service. Around three quarters of the recipients of benefits information (78%), FSA money management information (76%) and advice on business start-up (76%) also felt that the timings of these services were either about right or perfect.

7.27 Of the minority who did not agree that the timing was appropriate, slightly more felt that services were offered too late than too early in the redundancy process. This is backed up by the fact one of the (few) spontaneous criticisms of PACE related to the programme being delivered too late in the redundancy process.

7.28 The PACE presentation and information pack was perceived to be the least appropriately timed; three in ten users (30%) judged the service to have been offered too early or too late (13% too early and 17% too late). Nonetheless, the majority of individuals still felt that the timing of this entry channel was appropriate (67%).

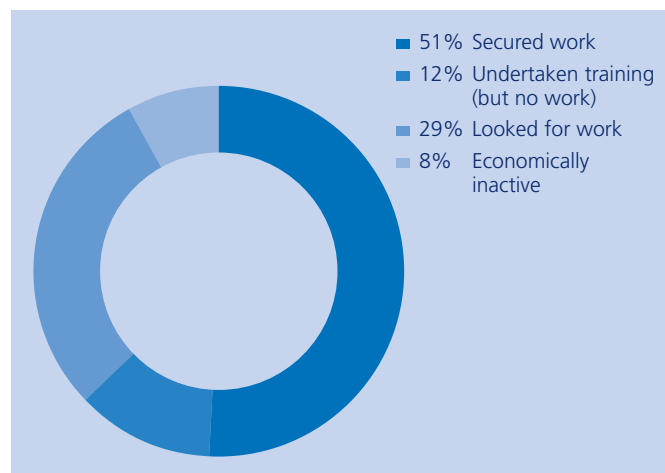
Figure 7.6: Perceived appropriateness of the timing of PACE



POST-REDUNDANCY OUTCOMES

- 8.1** Having explored the relevance, usefulness and satisfaction with PACE services, this section looks at the evidence for whether the PACE service has a positive perceived influence on recipients' future employment outcomes and general employability. The extent to which the PACE service encourages and enables individuals to undertake learning and training to update or develop their skill set is also explored. Note that findings on post-redundancy progress and outcomes can only be shown for the 50% of the cohort who at the time of survey had actually left the original job which was at risk of redundancy.
- 8.2** **Almost two thirds (63%) of individuals who had been made redundant at the time of the survey had either secured new employment (51%) or undertaken some type of training or development (12%).** Of those securing a new job, more than a quarter (28%) of these had done so before their employment was terminated. In cases where the new employment had been secured after the person had been made redundant, this was usually within three months (84%). Inevitably some of the individuals who had secured new employment since their redundancy was confirmed had left the new job by the time of the survey. Only a minority (7%) of those that found new employment were out of work at the time of the survey. A further 9% had since moved on to new employment.
- 8.3** Just over a third of PACE users (37%) had neither secured work nor undertaken training. The majority of these had looked for work, although one in twelve (8%) had withdrawn themselves from the labour market.
- 8.4** Half of those who went on to secure a job (50%) moved to a new industry sector, and a similar proportion said that they were using different types of skills as compared to their previous job (46%). A substantial minority (13%) said that they had been required to relocate for this new job, and around two fifths (40%) needed to commute a greater distance compared with the job from which they were made redundant.

Figure 8.1: Post redundancy outcomes



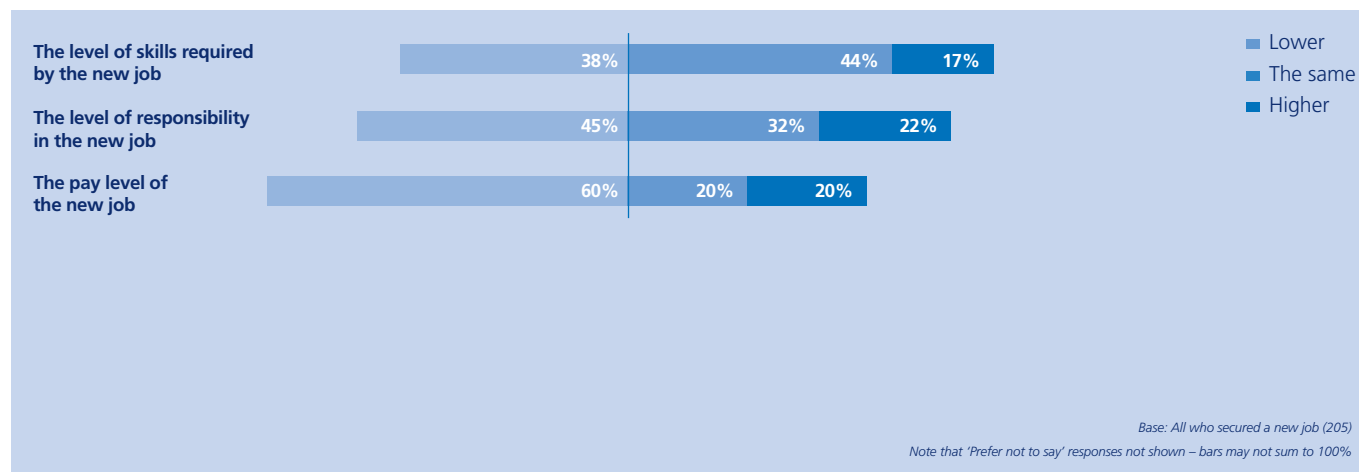
POST-REDUNDANCY OUTCOMES

- 8.5** Figure 8.2 shows findings on the status of the new employment secured as compared to the job from which individuals were made redundant. It should be noted that individuals were asked to comment on their current job or – where they had secured work post-redundancy but were no longer working – their most recent employment.
- 8.6** Whilst around one fifth of people who secured employment post-redundancy moved on to a job role with a higher level of skill requirements, responsibility or pay, much larger proportions had only been able to secure work at a lower level. More specifically, three-fifths reported that their current or most recent role was associated with a lower rate of pay (60%), and two-fifths (38%) reported that the level of skills required for the role was lower than for the role from which they were made redundant.

- 8.7** Various measures are available from the survey to assess the sustainability of the employment secured by PACE users post-redundancy. As noted above, one fifth of those who secured a new job post-redundancy subsequently left that job and are now not working (7%) or are in a different job (9%), suggesting a relatively high degree of short-term turnover in employment. The key reasons given for leaving the initial employment were that the person’s contract ended, or, more positively, that the job was always intended to be a temporary stop-gap before the person could find a better paid role or a job more appropriate to their skills and experience.
- 8.8** Amongst those who found a new job after using the PACE service, most (83%) had secured full-time rather than part-time employment. A substantial proportion of these roles were not permanent, however. Indeed one

quarter (26%) of those who secured work did so on the basis of a contract of less than 12 months, and a further one in six (15%) described this work as ‘casual’ employment. This indicates that many of those who have been in work are likely to be having to look again for work in the short to mid-term future.

Figure 8.2: Status of new employment vs. job role selected for redundancy



POST-REDUNDANCY OUTCOMES

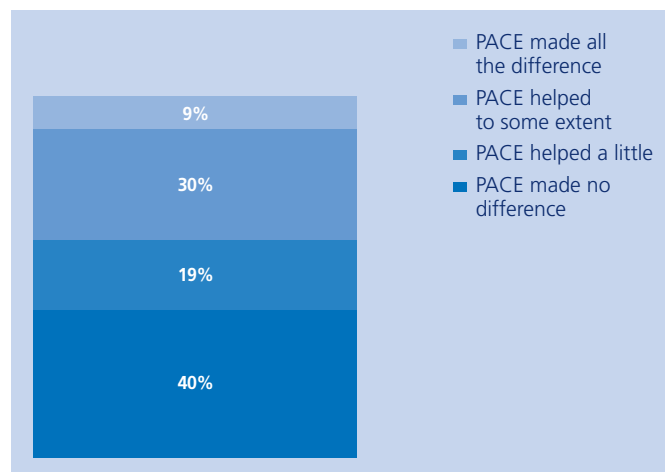
8.9 Figure 8.3 below highlights the proportion of respondents who secured a new job who felt that the information, advice and guidance they received through the PACE service was important in helping them to move into this employment. Again **the evidence suggests that PACE services have been influential in helping people find new work**. Overall around 6 in 10 (58%) respondents that had since found new work stated that PACE services had helped them at least a little.

8.10 More specifically, around half (49%) felt that the PACE service had helped them to move into work 'a little' or 'to some extent' and 9% felt that the service had made 'all the difference' to their ability to get this job.

8.11 To assess the wider impact of the PACE service on employability and career prospects, all respondents who had been made redundant by the time of survey were asked what impact the service had on their confidence in job search and job application processes. As shown in Figure 8.4, considerable proportions of PACE users reported improvements in their skills and confidence in relation to applying for jobs. In particular, as many as three fifths (59%) reported that the PACE service led to improvements in their ability to write a CV or job application, with three in ten (30%) feeling that the PACE service had led to a great improvement in these skills. As previously discussed, these are also the services that people reported as being the most useful and relevant.

8.12 Furthermore, around one in five of those made redundant by the time of interview said that the PACE service had greatly increased their motivation to apply for more jobs (21%) or encouraged them to apply for a greater range of different types of work (19%).

Figure 8.3: Influence of PACE on move into employment



POST-REDUNDANCY OUTCOMES

8.13 The PACE service promotes engagement with learning and training as a protection against future worklessness for individuals affected by redundancy. Learning new skills or updating existing skill sets are positive steps towards improving future career prospects and in boosting an individual's confidence in their abilities. This research looked at the extent to which recipients of PACE services have gone on to engage with training, outside of the job search and CV writing coaching available through PACE.

8.14 One quarter (26%) of PACE service users who had left their redundant job role had undertaken some type of training or development since their job was selected for redundancy. In the context that many people surveyed had found work in a new industry or required a new range of skills in their new job this is particularly important – suggesting they undertook training to help them make this transition.

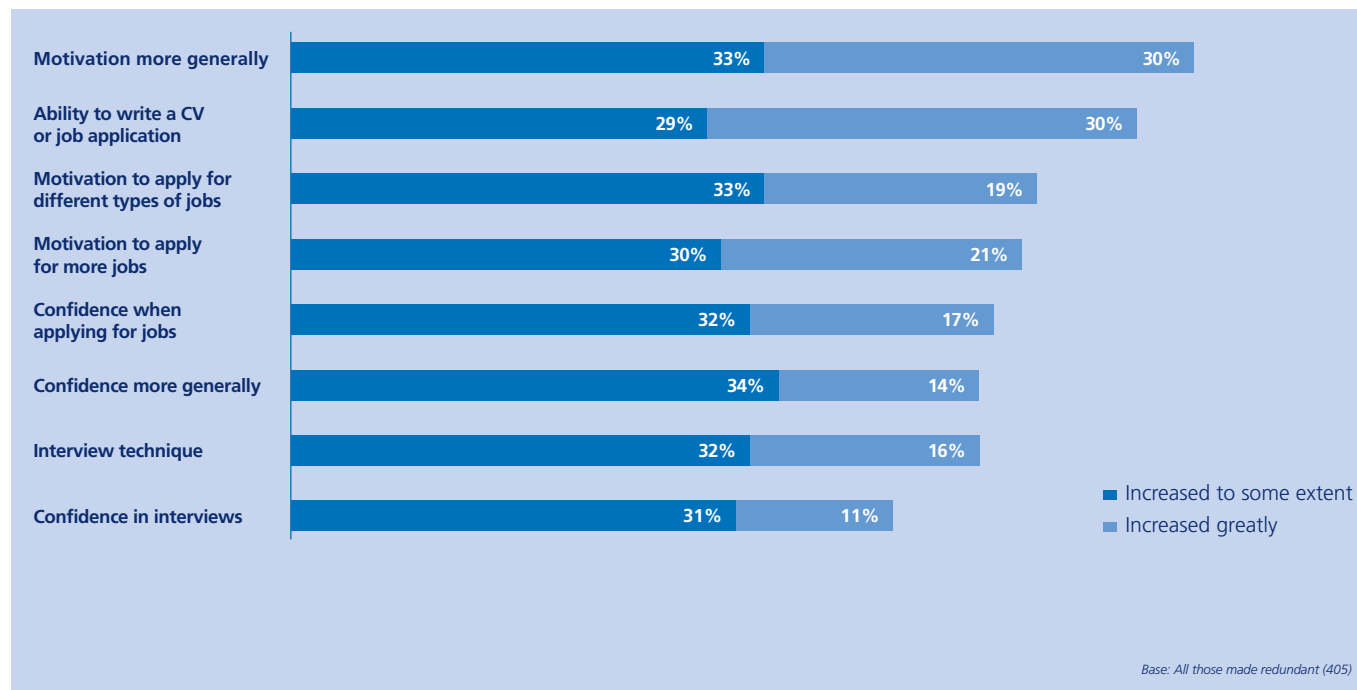
8.15 Training and development was most commonly undertaken at one of Scotland's colleges (34%), within training centres (33%), or in the workplace (13%). The majority of those

engaging with training had studied part-time (67%). Over half (58%) had undertaken a course of learning with a duration of over a week. Training courses commonly undertaken include the following:

- European Computer Driving Licence (ECDL) (15%)
- Other computing courses (including Microsoft training/ PC Passport) (14%)
- Health and safety or first aid training (8%)
- Longer length courses including HNCs, NVQs or City and Guilds (10%).

8.16 Individuals who had moved into training post-redundancy were positive about the impact of PACE – 18% said that the PACE service had 'made all the difference' in helping them access training opportunities. A further two fifths (40%) felt that the advice received through PACE had helped 'a little' or 'to some extent' in the process of getting on to a course or training.

Figure 8.4: Improvements in skills and motivation associated with PACE



RECOMMENDATIONS FOR PACE DEVELOPMENT

8.17 Although the findings from this piece of research are on the whole positive, they do illuminate areas that could potentially be improved (and assessed) in the future. Our recommendation would be for the PACE Partnership to:

- **Review the times at which certain PACE services are offered to individuals.** The PACE presentation and information pack was perceived to be the most inappropriately timed. Whilst a significant proportion (17%) felt that this had been offered too late in the redundancy process (and this was also one of the few spontaneous criticisms made against PACE), approaching the same proportion (13%) felt that this was in fact offered too early. The key issue here is perhaps ensuring the timings for this service are more tailored to the needs of specific groups of individuals, depending on their particular employment situations and circumstances.
- **Ensure that advice on business start-up and managing money is more effectively targeted and delivered.** A relatively large proportion of clients who accessed these services did not regard them as relevant (43% and 26% respectively); similarly, these were also rated as the least useful PACE services (not very/not at all useful for 33% and 20% of users respectively). This suggests that more detailed information is perhaps required at the outset for each, so individuals can make a more informed decision prior to accessing them regarding whether they may be appropriate to their needs and circumstances. Furthermore, the coverage of each of these services should also be reviewed, to ensure their focus is on the most pertinent issues and challenges facing individuals. As discussed below, however, this may be as much about the information that is given to individuals to allow them to make choices themselves as to what services to follow up as about targeting service delivery.

RECOMMENDATIONS FOR FURTHER DATA CAPTURE

- 8.18** This initial survey was designed to establish a baseline for evaluating the success of the PACE service going forward. It has also provided the opportunity to test the suitability of the project design before potentially rolling out the research more widely. Whilst this initial phase of research has worked well, there are a number of changes to the project design which could be considered to improve the running of the survey and the insight that can be gained from the survey data.
- 8.19** A key suggestion would be to limit the scope of the survey to those individuals who have actually left their redundant job role; in this client survey, 50% of respondents were still in this job role. This will allow more information to be collected on post-redundancy progression, and also help to ensure appropriate inclusion in and accessibility to the survey.
- 8.20** Restricting the survey to just those who have left their job role could be done by selecting sample on the basis of prior information about job role end dates (if held). Otherwise, this could be achieved by perhaps leaving a longer period between the PACE intervention and any follow up survey work, and excluding any remaining individuals who say that they have not been made redundant when they are contacted for the survey.
- 8.21** Moving now to questionnaire specifics, collecting further information about the timing of the PACE intervention in the context of the overall redundancy process (from PACE records or from individuals during the survey) would allow more detailed analysis to be undertaken of findings on the appropriateness of intervention timing.
- 8.22** It is also critical to understand when specific services were taken up, and why. That's to say, we need to ascertain the degree to which individuals were given advice and guidance to help them decide which PACE services to follow up vs. them taking a more "self-service" approach.
- 8.23** There are also additional elements that could be incorporated into the research design to deliver further insight into client experience, and robust recommendations for enhancing the impact of PACE services. Suggested additions to the existing service user experience survey would encompass questions on:
- What service users would have liked from PACE that they did not receive, and their views on how the content and delivery of services could be improved;
 - What people's expectations and plans are for their post-redundancy life, and the challenges they anticipate facing;
 - The extent to which the PACE service provides individuals with access to support after the initial intervention.
- 8.24** Other research that could deliver value alongside the expanded core telephone survey might include:
- **Qualitative depth interviews or discussion groups** amongst PACE service users, to deliver in-depth insight into their experiences and to help us understand the factors which influence the relevance and impact of the service for a particular individual. This work could be used to follow up on particular groups or points of interest from the core quantitative survey, and to add greater 'flavour' to the research findings.
 - **A longitudinal telephone survey**, which follows up individuals perhaps 12 months after they are made redundant from their jobs. This would deliver insight into the longer-term impact of PACE and the extent of any ongoing support needs that are not being met.
 - Some form of **comparative analysis** looking at the progress of PACE service users versus a control group of individuals made redundant in similar circumstances who did not receive redundancy support through PACE.

PARTNER ORGANISATIONS

The Partnership Action for Continuing Employment (PACE), is central to the Government's Economic Recovery Programme, in particular the commitment to provide support to businesses and employees facing redundancy situations. Through providing skills development and employability support, PACE aims to minimise the time people affected by redundancy are out of work.

Through establishing the PACE Partnership, the Scottish Government with the PACE member organisations listed below will oversee a continuous improvement programme to enhance the operation of PACE. All partners will have an opportunity to clarify their respective roles, responsibilities and resources. Partners will also be able to influence directly the operation of PACE and consider actions for enhancing PACE.

Partner organisations

The Scottish Government
Skills Development Scotland
Jobcentre Plus Scotland
ACAS Scotland
Alliance of Sector Skills Councils
Citizens Advice Scotland
Confederation of British Industry Scotland
Convention of Scottish Local Authorities
Federation of Small Businesses Scotland
HM Revenue and Customs
Highlands and Islands Enterprise
Scotland's Colleges
Scottish Chambers of Commerce
Scottish Enterprise
Scottish Funding Council
Scottish Qualifications Authority
Scottish Trades Union Congress
Scottish Training Federation
Universities Scotland