

# Empowering Labour Markets through Convention 88 and Employer Outreach: A Global Perspective

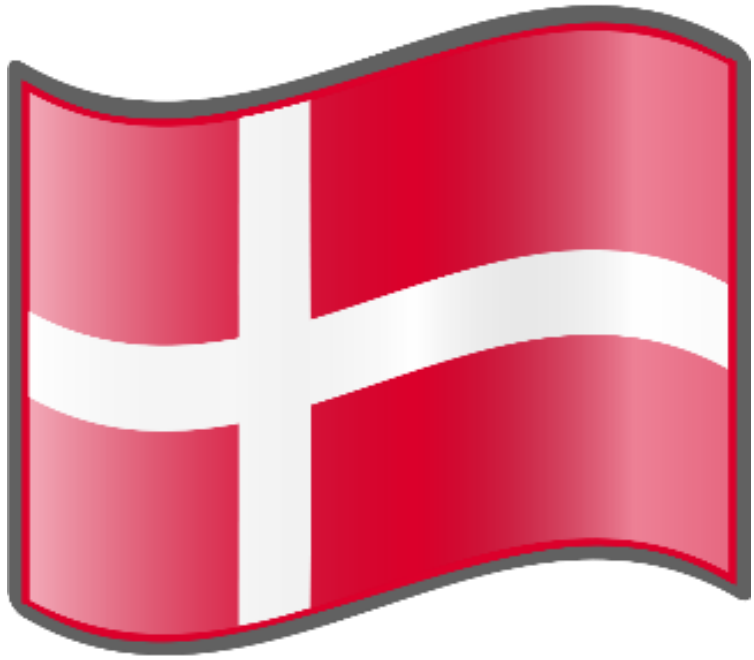
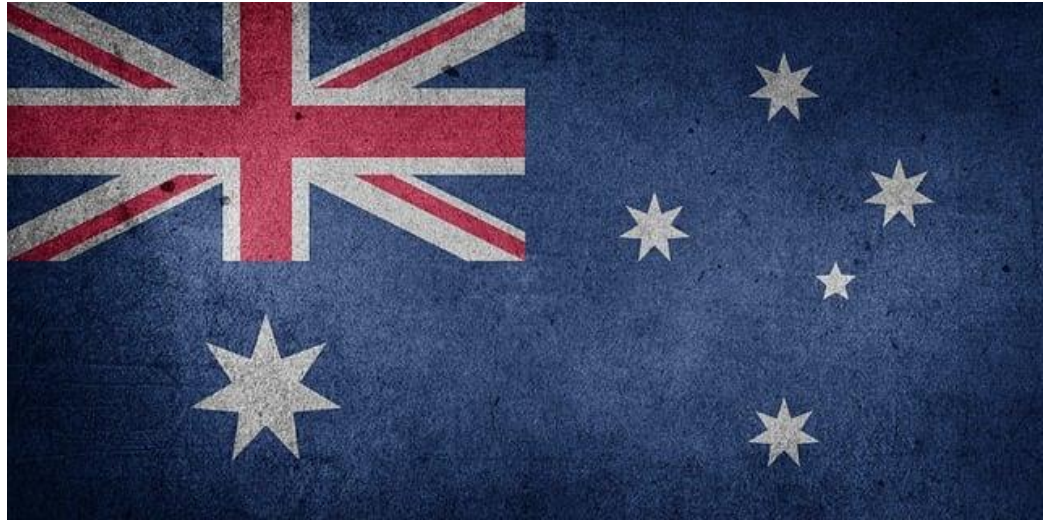
Associate Professor Jo Ingold  
26 September 2023



# Acknowledgement of Country



# Evidence base



# THE THREE CUSTOMERS OF EMPLOYMENT SERVICES

Complexity

Employers don't know about your programs or why it might help them

Commissioner

Customers/  
Clients/  
Participants/  
Candidates

Employers

Lack of demand-side focus

# Definitions

- Demand-side largely absent
- Involvement / participation / engagement
- 'Two faces' (Ingold and Stuart, 2015)
- Employer engagement as "the active involvement of employers in addressing the societal challenge of promoting the labour market participation of 'vulnerable groups'" (van Berkel et al, 2017)

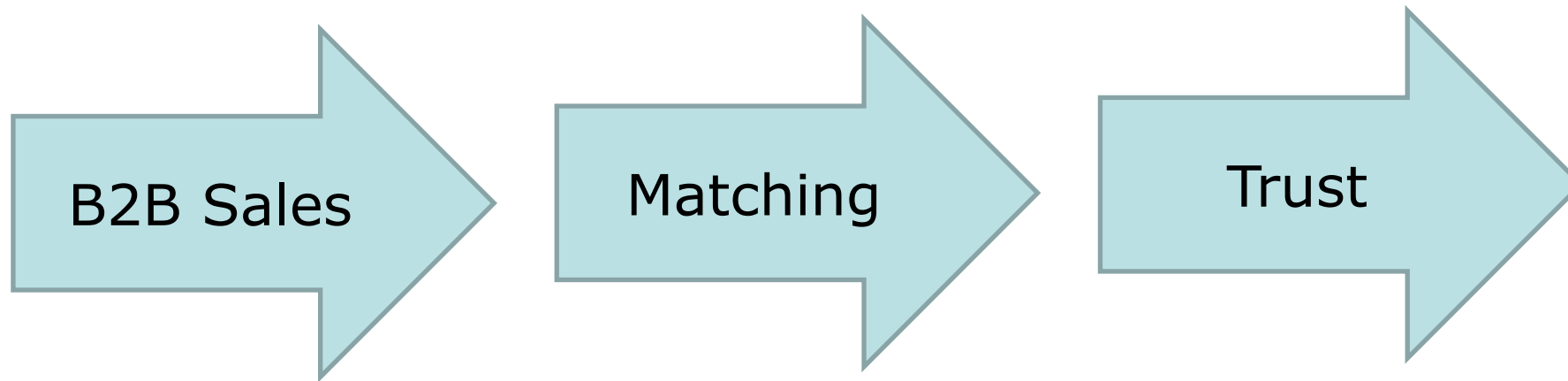
# Labour market intermediaries



- Employment service providers are Labour Market Intermediaries (LMIs) that advocate between the employer (supply-side) and candidate (supply-side)
- Two key roles:
  1. Information Providers
  2. Matchmakers
- Servicing jobseekers & employers are focused on the same goal

Ingold, J. and Valizade, D. (2017) 'Employers' recruitment of disadvantaged groups: exploring the effect of active labour market programme agencies as labour market intermediaries', *Human Resource Management Journal* 27(4): 530-547:  
<https://onlinelibrary.wiley.com/doi/abs/10.1111/1748-8583.12154> (Open Access)

# Key stages of employer engagement



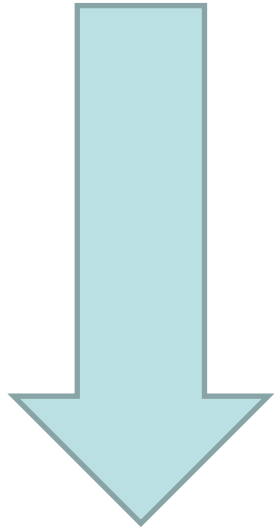
1. Role of *inter-organizational* relationships with employers
2. Role of *intra-organizational* relationships within provider organisations

Ingold, J. (2018) 'Employer engagement in active labour market programmes: the role of boundary spanners', *Public Administration*

# Instrumental & relational engagement

30% UK  
60% Denmark

- Employer engagement - distinct from 'participation'



- 1. Non-participating employers
- 2. Two clear groups of engaged employers:
  - (i) 'Instrumentally' engaged (one-off/ad hoc transactional activities)
  - (ii) 'Relationally' engaged (deeper, repeated, systematic engagement)

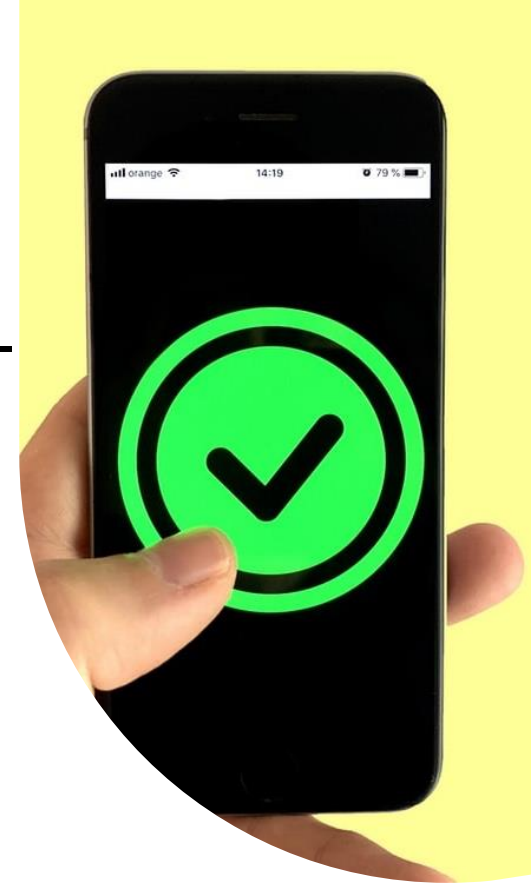
Ingold, J. and Valizade, D. (2015) *Employer engagement in active labour market policies in the UK and Denmark: a survey of employers*, CERIC Policy Report No. 6, Leeds: Centre for Employment Relations Innovation and Change.



# Conditionality

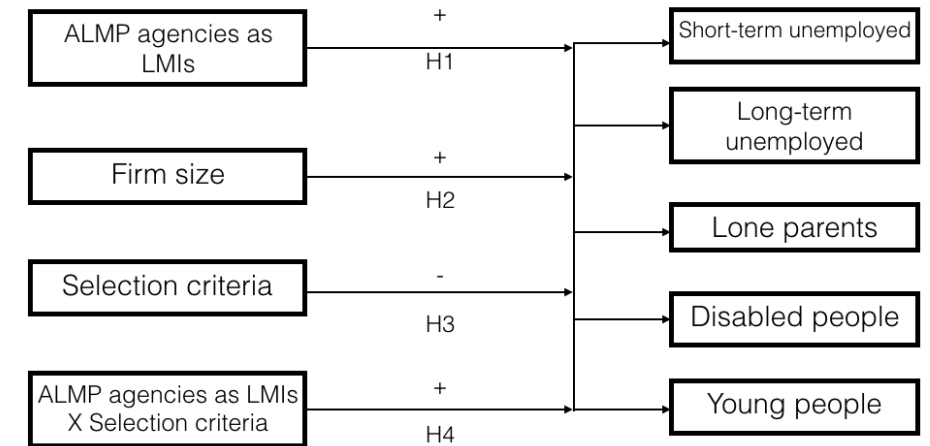
- Employers are critical of policies focused solely on the supply-side
- Receiving large numbers of unsuitable and unfiltered job applications frustrates employers ('box ticking')
- Also critical of media rhetoric that suggests unemployed are 'faulty products' – risks 'tarnishing' candidates and undermining their chances of securing employment

Ingold, J. (2020) Employers' perspectives on benefit conditionality in the UK and Denmark, *Social Policy & Administration* 54(2): 236-249 [Open Access]



# Employers' recruitment processes pose barriers

- Large employers – economies of scale but hard to access decision-makers
- Large employers can accommodate 'spray and pray' approach (not recommended!)
- Small employers can be easier to engage but more resource-intensive
- Programs can help particular cohorts into work incl PWD
- BUT employers' recruitment and selection processes pose barrier that needs to be addressed



Ingold, J. and Valizade, D. (2017) 'Employers' recruitment of disadvantaged groups: exploring the effect of active labour market programme agencies as labour market intermediaries', *Human Resource Management Journal* 27(4): 530-547: <https://onlinelibrary.wiley.com/doi/abs/10.1111/1748-8583.12154> [Open Access]

# A role for social networks?

- UK and Denmark more similar than expected
- UK employers were more likely to participate in programs if they were more deeply embedded within wider social networks
- In Denmark, trust in programs was transmitted more widely through a network of employer associations and trade unions

Figure 1: Conceptual model

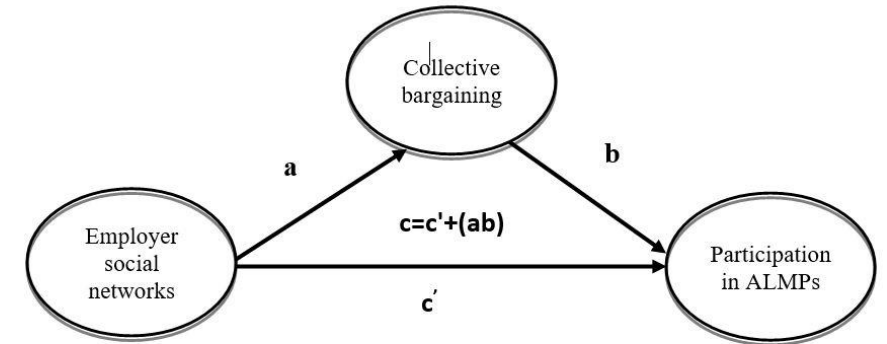
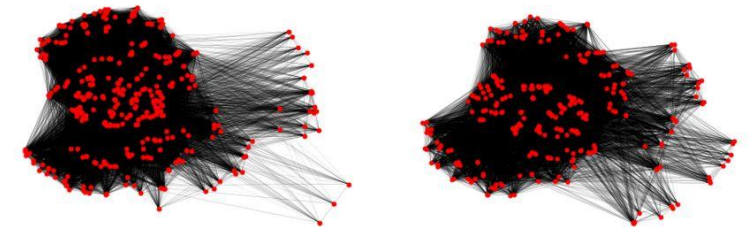


Figure 2: Employers' social networks  
UK Denmark



Valizade, D., Ingold, J., Stuart, M. (2022) 'Employer Participation in Active Labour Market Policies in the United Kingdom and Denmark: The Effect of Employer Associations as Social Networks and the Mediating Role of Collective Voice', *Work, Employment and Society* [Open Access]

Ability to build relationships (inter-organisational relations)	Strong communication skills incl presenting	Sales-specific skills – negotiating, influencing, closing a deal	Persistent (can deal with knockbacks)
Adaptable	Friendly	Good good customer-focused skills e.g. follow-up	Enthusiasm
Professionalism	Good understanding of employment programs and caseload	Identify and analyse sources of labour market intelligence	Concierge ('no wrong door' and 'hide the wiring')

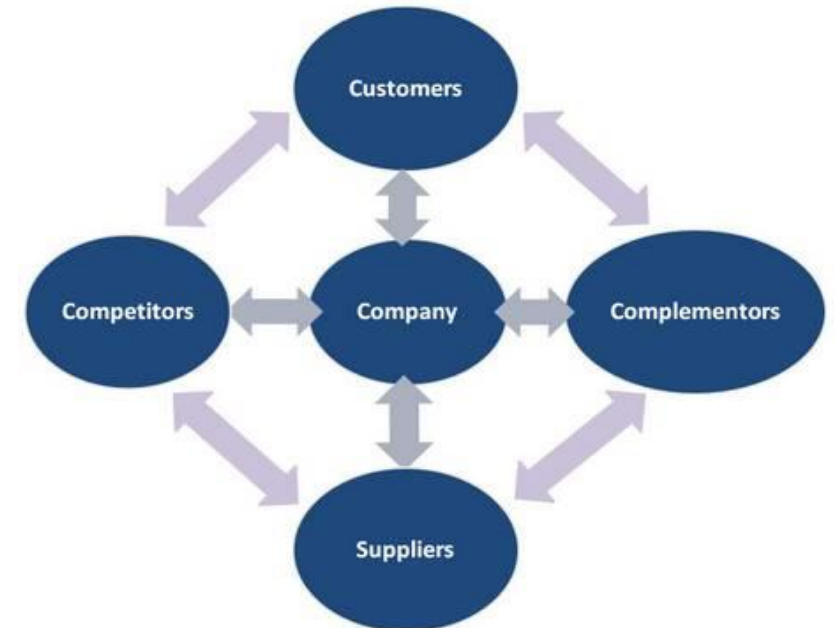
*Ingold J and Stuart M (2014) Employer engagement in the Work Programme. CERIC Policy Report No. 5, Leeds: Centre for Employment Relations Innovation and Change.*

[https://business.leeds.ac.uk/downloads/download/183/employer\\_engagement\\_in\\_active\\_labour\\_market\\_programmes](https://business.leeds.ac.uk/downloads/download/183/employer_engagement_in_active_labour_market_programmes)

# Co-opetition

- The ES market is confusing & crowded
- 'Needs-led' rather than 'product-led' approach
- Co-opetition (collaboration amidst competition)
- Rationale: if employer requirements > 1 provider

## The Co-opetition Value Net



Scott T and Ingold J (2020) 'Collaboration is key: but is it really as easy as 'working together'?' *Discussion Paper for the Institute of Employability Professionals:*

[https://cdn.ymaws.com/www.myiep.uk/resource/resmgr/docs/collaboration\\_report\\_a4\\_fa\\_f.pdf](https://cdn.ymaws.com/www.myiep.uk/resource/resmgr/docs/collaboration_report_a4_fa_f.pdf)

# Australian employers and employment service providers

- Large employers
- HR benefits
- CSR benefits
- Financial benefits – two types
- Increased efficiencies
- Direct financial assistance

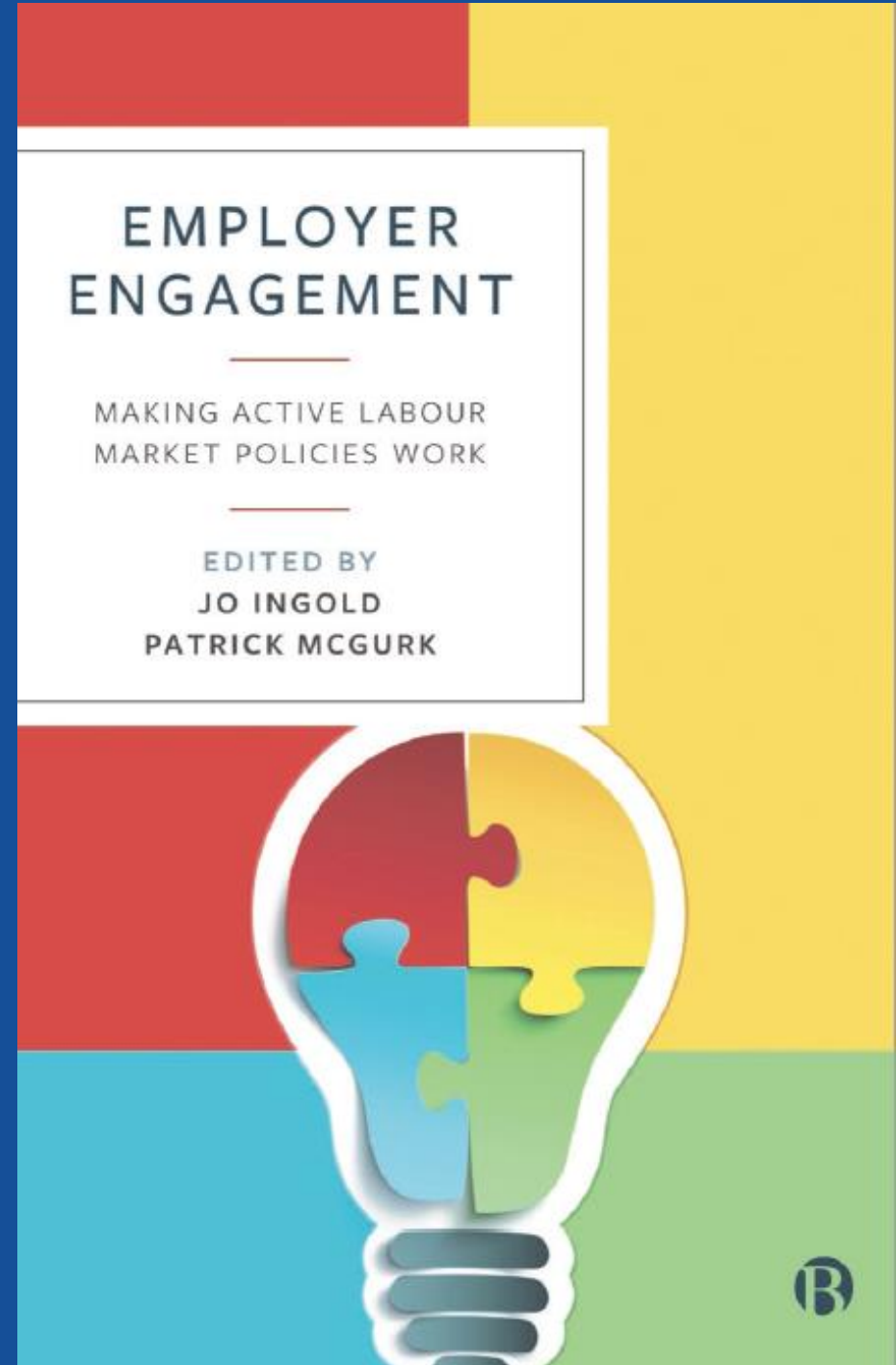
Some evidence that micro employers benefit from wage subsidies to grow

Ingold, J. and Knox, A (in press) 'An analysis of employer engagement in employment services: Evidence from Australia', *Journal of Industrial Relations*. <https://journals.sagepub.com/doi/10.1177/00221856231159512>

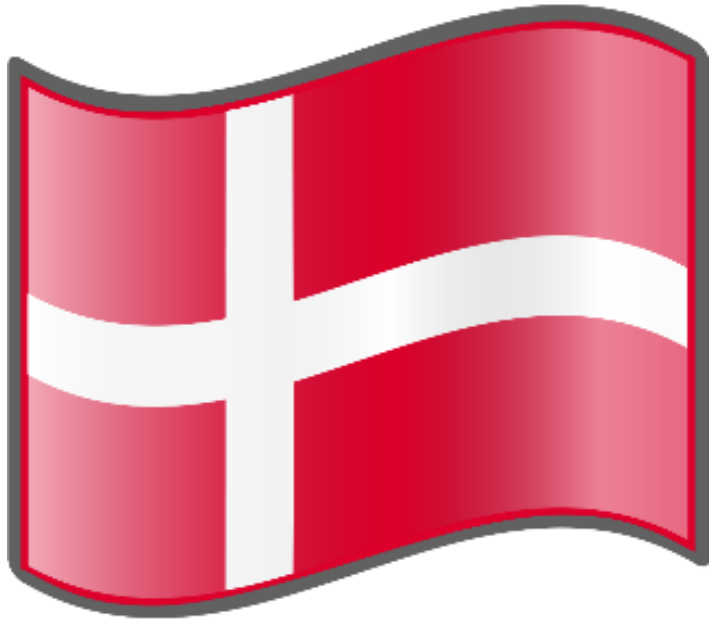
[\[Open Access\]](#)

# Employer Engagement: Making Active Labour Market Policies Work

Edited by Jo Ingold and Patrick  
McGurk



# Coverage





# Varieties of Employer Engagement

**Table 2.1:** Varieties of policy approaches to employer engagement in activation

	<b>Regulation approach</b>	<b>Facilitation approach</b>	<b>Negotiation approach</b>
<b>Problem definition</b>	Avoid discrimination by changing the recruitment and selection practices of employers	Provide adequate and qualified labour and serve the recruitment needs of employers	Collaborate with employers on job matches, job design and job retention
<b>Target groups</b>	Disadvantaged jobseekers further away from the ordinary labour market	Jobseekers close to the regular labour market that are 'fit' and 'ready' to work	Disadvantaged jobseekers further away from the ordinary labour market
<b>Governance mode</b>	Old public administration	New Public Management	New Public Governance
<b>Policy assumption about employer's role</b>	Employers as passive subjects and utility maximizers	Employers as customers	Employers as co-producers
<b>Main policy instruments</b>	'Sticks' (regulation)	'Carrots' (subsidies)	'Sermons' (information)

Bredgaard, Ingold and van Berkel (2023)

UK  
Denmark  
Netherlands

Engagement level	Main actors	Key characteristics
Macro	<ul style="list-style-type: none"> <li>• National governments</li> <li>• Employer associations</li> <li>• Trades Unions</li> </ul>	<ul style="list-style-type: none"> <li>• Blend of policy ‘sticks’, ‘carrots’ and ‘sermons’</li> <li>• Institutionalised social partnerships</li> <li>• Regional/local devolution</li> <li>• Societal concern with the quality of working life</li> </ul>
Meso	<ul style="list-style-type: none"> <li>• National regulators</li> <li>• Intermediaries</li> <li>• Sectoral bodies</li> <li>• Regional and local government</li> </ul>	<ul style="list-style-type: none"> <li>• Simplicity in programme operations</li> <li>• Holistic recruitment and retention intermediary services</li> <li>• Co-production partnership approach and local autonomy</li> <li>• Occupational career ladders</li> </ul>
Micro	<ul style="list-style-type: none"> <li>• Individual firms</li> <li>• Human resource management experts</li> <li>• Local partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Inclusive leadership and human resource management</li> <li>• Shared responsibility for local, social outcomes</li> </ul>

# Examples

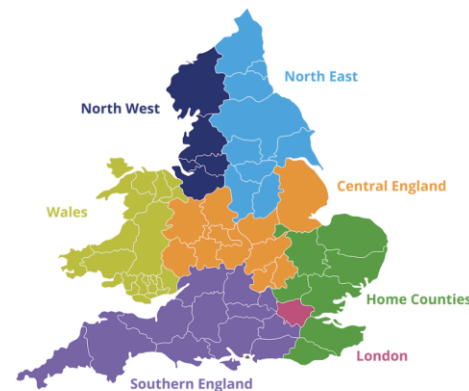


Use this form to send through details of jobs you would like the Work and Health Programme to help with, or to ask us any questions.

Once you have completed the form, we will be in touch within 2 working days.

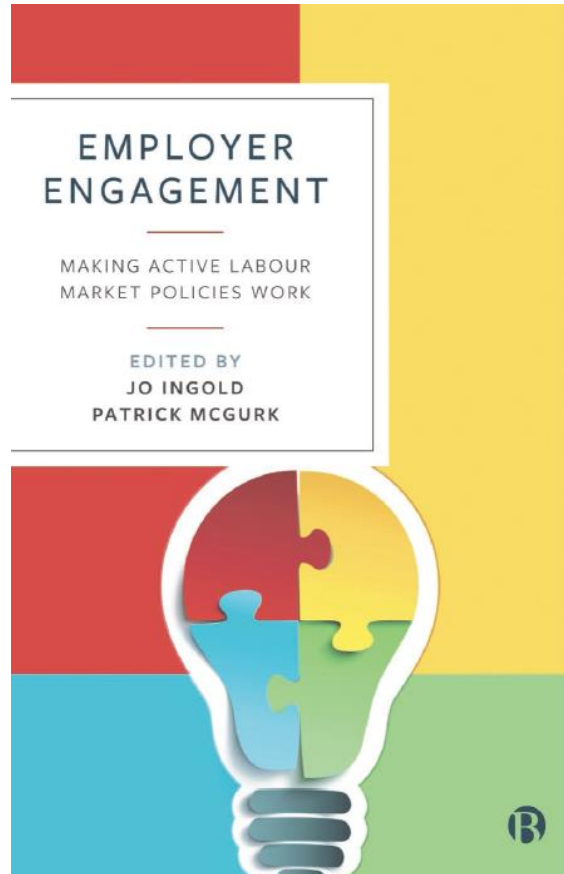


**Australian Government**  
**Department of Employment  
and Workplace Relations**



Please complete your details below. We look forward to hearing from you.

Your name	Business email address
Your role	Business phone number
Company name	
Address line 1	
Address line 2	



# Employer Engagement

- Edited by Jo Ingold and Patrick McGurk

**Special 20% discount  
offer off the RRP  
when ordering this title from**



<https://bit.ly/3G4nizT>

**If the link doesn't work please  
copy and paste it into your  
browser**

Pub date:  
**28 Feb 2023**

Price:  
HB **£90.99**  
EPUB **£28.99**

# Thank you for listening!

- [Jo.ingold@acu.edu.au](mailto:Jo.ingold@acu.edu.au)
- <https://www.linkedin.com/in/joingold/>
- Many resources are available from: <https://business.leeds.ac.uk/faculty/direct-record/research-projects/743/employer-engagement-in-active-labour-market-programmes>

- Ingold, J. and Knox, A (in press) 'An analysis of employer engagement in employment services: Evidence from Australia', *Journal of Industrial Relations*  
<https://journals.sagepub.com/doi/10.1177/00221856231159512>
- Valizade, D., Ingold, J., Stuart, M. (2022) 'Employer Participation in Active Labour Market Policies in the United Kingdom and Denmark: The Effect of Employer Associations as Social Networks and the Mediating Role of Collective Voice', *Work, Employment and Society Online First*  
<https://journals.sagepub.com/doi/full/10.1177/09500170211063094> [Open Access]
- Ingold, J. (2020) Employers' perspectives on benefit conditionality in the UK and Denmark, *Social Policy & Administration* 54(2): 236-249 <https://onlinelibrary.wiley.com/doi/full/10.1111/spol.12552>  
 [Open Access]
- Ingold J and Carr T (2020) 'How can we better integrate employer engagement in service delivery?' *Institute of Employability Professionals Journal #2*
- Ingold J (2020) 'Improving Business Engagement' *Institute of Employability Professionals Journal #1*
- Ingold, J. (2018) 'Employer engagement in active labour market programmes: the role of boundary spanners', *Public Administration* 96: 707-720
- van Berkel, R. Ingold, J. McGurk, P., Bredgaard, T. and Boselie, P. (2017) 'An introduction to employer engagement in the field of HRM. Blending social policy and HRM research in promoting vulnerable groups' labour market participation', *Human Resource Management Journal Special Issue: Employer engagement*, 27(4): 503-513

- Ingold, J. and Valizade, D. (2017) 'Employers' recruitment of disadvantaged groups: exploring the effect of active labour market programme agencies as labour market intermediaries', *Human Resource Management Journal* 27(4): 530-547 <https://onlinelibrary.wiley.com/doi/10.1111/1748-8583.12154> [Open Access]
- Ingold, J. and Stuart, M. (2015) 'The demand-side of active labour market policies: a regional study of employer engagement in the Work Programme', *Journal of Social Policy* 44(3): 443-462
- 
- Ingold, J., McGurk, P. (2023) *Employer Engagement: Making Active Labour Market Policies Work*, Bristol: Bristol University Press
- 
- Ingold, J. and McGurk, P. (2023) 'Introduction: Why Is Employer Engagement Important?' in (eds.) J. Ingold and P. McGurk (2023) *Employer Engagement: Making Active Labour Market Policies Work*, Bristol: Bristol University Press pp. 1-14.
- 
- Baker, O., Ingold, J., Crichton, E., Carr, T. (2023) 'Practice Case Study: Programme Commissioning and Co- operation in the UK and Australia' in (eds.) J. Ingold and P. McGurk *Employer Engagement: Making Active Labour Market Policies Work*, Bristol: Bristol University Press, pp. 75-86.
- Bredgaard, T., Ingold, J. and van Berkel, R. (2023) 'Varieties of Policy Approaches to Employer Engagement in Activation Policies' in (eds.) Ingold, J., McGurk, P. *Employer Engagement: Making Active Labour Market Policies Work*, Bristol: Bristol University Press pp.15-33.
- McGurk, P. and Ingold, J, (2023) 'Conclusion: Making Active Labour Market Policies Work' (eds.) J. Ingold, and P. McGurk (2023) *Employer Engagement: Making Active Labour Market Policies Work*, Bristol: Bristol University Press pp. 233-245.

- Ingold, J. and Knox, A (in press) 'An analysis of employer engagement in employment services: Evidence from Australia', *Journal of Industrial Relations*  
<https://journals.sagepub.com/doi/10.1177/00221856231159512>
- Valizade, D., Ingold, J., Stuart, M. (2022) 'Employer Participation in Active Labour Market Policies in the United Kingdom and Denmark: The Effect of Employer Associations as Social Networks and the Mediating Role of Collective Voice', *Work, Employment and Society Online First*  
<https://journals.sagepub.com/doi/full/10.1177/09500170211063094> [Open Access]
- Ingold, J. (2020) Employers' perspectives on benefit conditionality in the UK and Denmark, *Social Policy & Administration* 54(2): 236-249 <https://onlinelibrary.wiley.com/doi/full/10.1111/spol.12552>  
 [Open Access]
- 
- Ingold J and Carr T (2020) 'How can we better integrate employer engagement in service delivery?' *Institute of Employability Professionals Journal #2*
- 
- Ingold J (2020) 'Improving Business Engagement' *Institute of Employability Professionals Journal #1*
- 
- Ingold, J. (2018) 'Employer engagement in active labour market programmes: the role of boundary spanners', *Public Administration* 96: 707-720
- 
- van Berkel, R. Ingold, J. McGurk, P., Bredgaard, T. and Boselie, P. (2017) 'An introduction to employer engagement in the field of HRM. Blending social policy and HRM research in promoting vulnerable groups' labour market participation', *Human Resource Management Journal Special Issue: Employer engagement*, 27(4): 503-513



- Ingold J, Knox A, Lee QY (2023) *Evaluation of Rebuilding the Career Ladder: Supporting business to enhance youth inclusion and economic mobility*, Social Ventures Australia <https://www.socialventures.com.au/assets/Rebuilding-the-Career-Ladder-Initial-Evaluation-Report-January-2023.pdf>
- Scott T and Ingold J (2020) *'Collaboration is key: but is it really as easy as 'working together'?' Discussion Paper for the Institute of Employability Professionals*, London: IEP. [https://cdn.ymaws.com/www.myiep.uk/resource/resmgr/docs/collaboration\\_report\\_a4\\_fa\\_f.pdf](https://cdn.ymaws.com/www.myiep.uk/resource/resmgr/docs/collaboration_report_a4_fa_f.pdf)
- Ingold J, Sarkar M, Valizade D, Garcia R, Scholz F (2017) *Employer Engagement in Active Labour Market Programmes in the UK and Denmark: Final Report*, CERIC Policy Report No. 8, Leeds: Centre for Employment Relations Innovation and Change. [https://business.leeds.ac.uk/downloads/download/91/ceric -  
\\_employer\\_engagement\\_in\\_active\\_labour\\_market\\_programmes\\_in\\_the\\_uk\\_and\\_denmark\\_final\\_report](https://business.leeds.ac.uk/downloads/download/91/ceric_-_employer_engagement_in_active_labour_market_programmes_in_the_uk_and_denmark_final_report)
- *Ingold J and Valizade D (2015) Employer engagement in active labour market policies in the UK and Denmark: a survey of employers*, CERIC Policy Report No. 6, Leeds: Centre for Employment Relations Innovation and Change. [https://business.leeds.ac.uk/downloads/download/145/employer\\_engagement\\_in\\_active\\_labour\\_market\\_programmes](https://business.leeds.ac.uk/downloads/download/145/employer_engagement_in_active_labour_market_programmes)
- *Ingold J and Stuart M (2014) Employer engagement in the Work Programme*. CERIC Policy Report No. 5, Leeds: Centre for Employment Relations Innovation and Change. [https://business.leeds.ac.uk/downloads/download/183/employer\\_engagement\\_in\\_active\\_labour\\_market\\_programmes](https://business.leeds.ac.uk/downloads/download/183/employer_engagement_in_active_labour_market_programmes)