Employment
Pathway Fund

Chapter 3:

Reverse Marketing

EVALUATION OF JOB SERVICES AUSTRALIA 2009­-2012

March 2012

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**Month Year**

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# Key findings

* Reverse marketing is a significant element of the cost of JSA to Government: as at the end of August 2011, reverse marketing made up 7.5 per cent of total Employment Pathway Fund (EPF) expenditure, with over $62 million committed.
* While reverse marketing expenditure has remained steady at around $2.5 million to $3 million per month between July 2009 and August 2011, the percentage that reverse marketing makes up of overall EPF expenditure per month has declined steadily from 9.9 per cent to 6.4 per cent.
* The average reverse marketing expenditure per month in this period was $2,390,879, the average number of transactions was 28,766, and the average number of job seekers who received reverse marketing was 18,338. Per job seeker who received reverse marketing, the average dollar amount was approximately $130 and the average number of transactions was approximately 1.5 per job seeker.
* Reverse marketing activity is being targeted generally to job seekers with moderate levels of labour market disadvantage, as would be expected for an intervention primarily designed to increase job referrals and job placements for job ready job seekers.
* Stream 2 job seekers receive the greatest amount of reverse marketing assistance through the EPF in terms of transaction count and total dollars. However the proportion of Stream 2 job seekers who receive reverse marketing is similar to the proportion of Streams 3 and 4 job seekers who receive reverse marketing.
* Aboriginal and Torres Strait Islander job seekers are less likely to receive reverse marketing controlling for other characteristics, as are Stream 2 and 3 job seekers with little or no recent work experience. These job seekers are arguably the job seekers who, when job ready, require reverse marketing the most.
* Compared to similar job seekers who do not receive reverse marketing, job seekers who are reverse marketed are:
	+ approximately 4.7 times more likely to be referred to a job
	+ approximately three times more likely to achieve a job placement

in either the same month or the month following the reverse marketing event.

* Overall job seekers who are reverse marketed achieve higher rates of job placements (30 per cent) in either the same month or the month following the reverse marketing event compared to Fully Eligible job seekers who received other EPF assistance but not reverse marketing (17 per cent) and job seekers who did not receive EPF assistance (9 per cent) in the same period.
* However the slightly lower conversions of job referrals to job placements for job seekers who have been reverse marketed suggests that in some cases reverse marketing could be targeted more effectively. Also, a general increase in reverse marketing activity may increase this inefficiency and dilute the value of the intervention, if not properly targeted.

# 3.1 Introduction

Reverse marketing is funded under the Employment Pathway Fund (EPF) to encourage JSA providers to actively market job seekers to potential employers where vacancies have not been advertised, and to refer and place job seekers into those jobs. Reverse marketing provides a mechanism to stimulate demand for labour by pre-empting employers’ labour needs before they create a vacancy. Effective reverse marketing can play an important role in the wider employment services framework by providing job ready job seekers with access to vacancies that may not otherwise exist.

Reverse marketing is an EPF purchase sub-category, falling under the Provider Services purchase category. As at the end of August 2011, reverse marketing made up 7.5 per cent of total EPF expenditure, with over $62 million committed against this sub-category. Reverse marketing represents the fourth largest type of EPF expenditure, behind training courses, wage subsidies and professional services in terms of the proportion of EPF credits committed. This makes reverse marketing an important aspect of overall job seeker servicing, and a significant element of the cost of JSA to Government.

The EPF was designed to give JSA providers flexibility to be innovative and creative when servicing their job seeker caseload, to improve the chances of job seekers finding sustainable employment. Consistent with this principle, the definition of reverse marketing has flexibility incorporated to allow providers to use it effectively within their local environment. However reverse marketing is a service similar to the general servicing which JSA providers are contractually obliged to deliver, with key differences that are sometimes difficult to distinguish and are open to interpretation and possible inappropriate application in practice.

## 3.1.1 Scope

This paper assesses the use of reverse marketing under the EPF in terms of how it is being targeted, and how effective it is in achieving increased job referrals and job placements for job seekers. Length of employment was not used as an effectiveness indicator due to the difficulty in attributing differences in employment sustainability to how job seekers were recruited, rather than other factors operating before the job seekers became employed and after placement.

## 3.1.2 Data sources

DEEWR’s administrative data was used in this paper. There are a number of general limitations of the EPF data which impacted on this analysis (see Chapter 1, Section 1.1.2). Data availability considerations specific to analysis of reverse marketing under EPF are:

* EPF transactions can occur before or after the actual assistance is received. It is not possible to determine exactly when assistance was received for individual job seekers. For the purpose of this paper, the EPF transaction date was used as a proxy measure of when the service event occurred.
* JSA providers are not obliged to claim their EPF reimbursements for each reverse marketing event, and may accumulate reverse marketing events to reduce administrative burden. For example a JSA provider may reverse market a job seeker in three separate 30 minute blocks and enter the EPF commitment as one transaction with a duration of 90 minutes.

# 3.2 Reverse Marketing

## 3.2.1 Definition

It is expected that when engaging in reverse marketing, JSA providers will target specific employers with whom the job seeker is likely to be able to find sustainable employment. This means understanding the skills, attributes and desire of the job seeker to work in a specific industry and matching these to local employers who are most likely to need additional labour, and having a strategy to ‘sell’ the job seeker to these employers.

The EPF Guidelines state that “Reverse Marketing can only be claimed where an individual job seeker is actively marketed to employers where a vacancy does not exist” (DEEWR 2011). So, JSA providers can be reimbursed through the EPF for Reverse Marketing by seeking employers who have no current vacancies, and marketing individual job seekers to those employers. A fact sheet on reverse marketing published by DEEWR in December 2011 explicitly states that there is an expectation that JSA providers will not engage in ‘cold-calling’ employers under the guise of reverse marketing. Prior to this there was no direct reference to the inappropriateness of ‘cold-calling’ as reverse marketing practice. ‘Cold-calling’ refers to the practice of randomly calling an employer without any specific reverse marketing strategy for any particular job seeker, and is considered to be an inappropriate use of reverse marketing, contravening the principles of the EPF.

The standard rates for the reimbursement of Provider Services under the EPF are $84 per hour (GST inclusive) for Stream 1 and 2 job seekers and $93 per hour (GST inclusive) for Stream 3 and 4 job seekers. This includes reverse marketing as well as other services such as post-placement support and additional contacts.

## 3.2.2 Issues

Reverse marketing provides a method for JSA providers to work with local employers and job seekers to service the needs of both. The effectiveness of reverse marketing is contingent on the quality of the activity as undertaken by the provider, not on the mechanism used to fund it. Currently reverse marketing is a service which can be claimed for reimbursement through the EPF, which gives rise to a number of issues. These include the potential for inappropriate claims against the EPF for activities that are not properly considered reverse marketing under the Guidelines, and claims for ineffective reverse marketing and similar practices that may damage the reputation and working relationships of JSA providers.

The first issue concerns the inappropriate use of the EPF for activities that are claimed as reverse marketing but are not. Firstly, the EPF may have been used to pay for a service which JSA providers are already contractually bound to provide and is funded through Service Fees. The question of what is an appropriate use of Reverse Marketing under the EPF can be confusing for JSA providers, and hinges on the definition of a vacancy. Clause 78.1 of the Employment Services Deed states that JSA providers must canvass “Employers for Vacancies” as a general part of servicing. The definition of ‘Vacancy’ is “any one or more vacant positions for paid Employment with an Employer, that are obtained and lodged on DEEWR’s IT Systems by the Provider” which adheres to certain conditions (DEEWR 2012). This means that JSA providers are required as part of their servicing obligations to actively seek out vacancies, and this activity is paid for through Service and Outcome Fees. However some JSA providers may have inappropriately claimed this activity as reverse marketing. Secondly, if a JSA provider discovers a vacancy when engaging in reverse marketing, the activity is no longer considered reverse marketing as defined in the EPF Guidelines. In this case reimbursement through the EPF should not be sought, but again, some providers may have inappropriately done so.

In December 2011, DEEWR published a *Reverse Marketing Fact Sheet* describing, among other issues, the difference between vacancy management and reverse marketing. This fact sheet clarified and rectified ambiguities with what practices were appropriate for reverse marketing through the EPF. However prior to the publication of this fact sheet, and within the timeframe of this evaluation, some inappropriate claims may have been lodged and paid for under the EPF.

The second issue with reverse marketing concerns its effective use, in a way which meets the needs of both job seekers and employers. If reverse marketing is to be effective, it requires a strong knowledge of both the employer and the job seeker caseload so that when challenged or asked for further details on specific job seekers, the reverse marketer can respond appropriately. However some JSA providers may engage in ‘cold-calling’ activities without a strong understanding of the employer and specific job seekers which may be of interest, which may result in long-term damage to their reputations and working relationships. This includes reverse marketing that is poorly directed, such as attempting to market the wrong job seekers to the wrong employers, or that is too repetitive. Poorly directed reverse marketing may also have negative effects for job seekers who may receive multiple job referrals from reverse marketing activities, yet achieve no job placement. This can impact on the job seeker’s confidence and self-esteem, especially if it continues over a prolonged period of time.

There is a risk that JSA providers may engage in ‘cold-calling’ or other inappropriate reverse marketing activities in order to draw on the EPF to subsidise their business. This is explicitly defined in the EPF Guidelines as inappropriate, and EPF claimed in this way would be recoverable by DEEWR. In addition, these providers are likely to sustain long-term damage to their reputation and working relationships with employers. It is in the best interests of JSA providers and job seekers that providers target their reverse marketing activities according to the needs of their local labour market and the skills and aspirations of the individual job seekers on their caseload.

## 3.2.3 Characteristics of effective reverse marketing

JSA providers are required to have a strong knowledge of the local community, local employers and the skills needs of the area they service, and their caseload of job seekers. This knowledge should inform suitable reverse marketing strategies. The effectiveness of reverse marketing is highly contingent on the employability of the job seeker who is being reverse marketed. Job readiness is essential for successful reverse marketing, and it would be expected that job seekers who receive reverse marketing are relatively job ready. This may include job seekers who have been in services for a period of time and have had improvement in their circumstances, but still need additional assistance to obtain employment. This should happen in the context of overall servicing arrangements where job-ready job seekers are referred to jobs, the difference with reverse marketing being that the vacancy does not exist prior to the activity taking place.

It would be expected that in terms of job readiness and relevant disadvantage, that reverse marketing would be focused around the centre of the distribution of job seeker disadvantage. Job seekers with a high level of disadvantage are unlikely to be job ready, and would therefore be unlikely to benefit from being reverse marketed until their barriers are addressed and their level of disadvantage reduced. Job seekers with a relatively low level of disadvantage are unlikely to require reverse marketing as they are more likely to be able to find employment through advertised vacancies.

Reverse marketing is designed to produce greater job referral and job placement activity for the targeted job seekers. It is also expected that job seekers in higher Streams would have received other forms of EPF expenditure prior to receiving reverse marketing. This is because the higher Stream represents a higher level of disadvantage when the job seeker entered services and that the job seekers are likely to require some form of intervention to overcome their barriers to employment before they are able to become job ready.

Figure 3.1 below outlines a conceptual model of how Reverse Marketing is expected to work, with JSA providers matching both job seekers and employers based on their compatibility and subsequently using reverse marketing to generate job referral and job placement activity.

Figure 3.1: A conceptual model of reverse marketing

Pool of job

seekers

Pool of

employers with

potential vacancies

“Job ready”

job

seekers

in need

of assistance

Suitable

employers

JSA

Provider

Local

employer

networks

Matched to

suitable

employers

Reverse Marketing

Job referrals

and job

placements

## 3.2.4 Good practice in reverse marketing

Internal departmental analysis of practices used by high performing sites, as identified by quantifiable provider site characteristics as measured by JSA Star Ratings and Quality Framework measures, found high performing sites are more likely to use reverse marketing. They are also more likely to use it as part of a broader strategy to develop and maintain relationships with employers. Most sites in the 2010 Employment Service Providers survey reported often or always using reverse marketing, however high performing sites are more likely to report that they use reverse marketing than mid and low performing sites (Table 3.1). High performing sites also spend a greater proportion of the EPF on reverse marketing (Figure 3.2).

Table 3.1: Attitude of employment service providers to reverse marketing (per cent)

|  |  |  |  |
| --- | --- | --- | --- |
|  | Low Performance level | Medium Performance level | High Performance level |
| Proportion of service providers often or always reverse marketing clients (n=674) | 67 | 82 | 88 |

**Source:** DEEWR Survey of Employment Service Providers 2010.

Figure 3.2: Proportion of EPF expenditure spent on reverse marketing of job seekers (per cent)

0

2

4

6

8

10

12

**High performing sites**

**Mid performing sites**

**Low performing sites**

**Proportion of EPF expenditure**

**Source:** DEEWR Corporate Data Set.

[Refer to Appendix Table A3.1 to view the text version of Figure 3.2: Proportion of EPF expenditure spent on reverse marketing of job seekers (per cent)](#a1)

Although reverse marketing is used by most service providers, sites tend to differ in how they use it.

Discussions with staff at high performing sites under taken by DEEWR in 2012 reveal:

* Many use reverse marketing as part of their overall relationship-building with employers, and can therefore make effective use of their knowledge of the employer, industry, local labour market and other external factors in their reverse marketing.
* Many report that they focus on the job seeker and on finding employment that is suitable to them, rather than ‘over selling’ the job seeker into positions that do not suit them.
* Some sites dedicate a set time each week for employment consultants to reverse market, while others have specialist staff dedicated to building relationships with employers, who engage in reverse marketing as part of a broader employer engagement strategy.

# 3.3 Method

The general reverse marketing analysis covers the period beginning July 2009 to the end of August 2011 and is provided as an overview of Reverse Marketing EPF expenditure. The Reverse Marketing event was said to have occurred at the date of the EPF transaction instead of other dates such as claim or commitment dates (refer to Section 3.1.2 for discussion of data issues).

The detailed analysis of reverse marketing is based on EPF reverse marketing data from March 2010 and only job seeker records with a confirmed status of ‘Commenced’ during March 2010 were included. The most recent Job Seeker Classification Instrument (JSCI) score was used within March 2010 as this is the most accurate reflection of the job seeker’s relative level of disadvantage at the time of analysis. Job referral and job placement data for the March and April 2010 period was used to determine the effectiveness of reverse marketing and other EPF assistance. If reverse marketing is an effective EPF intervention it will generate job referral and job placement activity in job seekers. As the effect of an individual instance of reverse marketing should occur within a short period of time, job referrals and job placements resulting from reverse marketing would be recorded in this period.

It is important to note that no individual instance of EPF expenditure can be directly linked to a job referral or job placement (with the possible exception of a wage subsidy). Therefore, while job referral and job placement data is used to determine effectiveness, there is no direct causal link that can be established between a specific instance of reverse marketing and a particular job referral or job placement.

EPF data for the analyses was extracted as at 31 August 2011.

# 3.4 Distribution and expenditure of reverse marketing

## 3.4.1 Overview

Reverse marketing under the EPF was analysed, covering the period beginning July 2009 to the end of August 2011. In this period, a general upwards trend can be seen in reverse marketing expenditure in the first nine months of ESD4. This level of reverse marketing expenditure is maintained until December 2010 and January 2011 where seasonal effects of the Christmas and New Year season can be seen, followed by similar levels of expenditure as seen before the Christmas and New Year period (Figure 3.3). Similar patterns can be seen with the number of reverse marketing transactions and job seekers who receive reverse marketing per month.

Figure 3.3: Reverse Marketing expenditure, transaction count and job seeker count



**Source:** DEEWR administrative systems

[Refer to Appendix Table A3.2 to view the text version of Figure 3.3: Reverse Marketing expenditure, transaction count and job seeker count.](#a2)

The average reverse marketing expenditure per month in this period was $2,390,879, the average number of transactions was 28,766, and the average number of job seekers who received reverse marketing was 18,338. Per job seeker, the average amount of reverse marketing is approximately $130 and the average number of transactions is approximately 1.5 per job seeker.

As expected, there is a strong relationship between the amount of reverse marketing spent, the number of reverse marketing transactions and the number of job seekers who had reverse marketing expenditure per month[[1]](#footnote-1). This shows that generally reverse marketing transactions are being reimbursed from the EPF at a consistent amount per transaction and per job seeker.

While reverse marketing expenditure has most recently remained between $2.5 million and $3 million per month in this time period, the percentage that reverse marketing makes up of overall EPF expenditure per month has declined steadily from 9.9 per cent to 6.4 per cent. This shows that general EPF expenditure has increased at a greater rate than reverse marketing expenditure (Figure 3.4). Note that the previously mentioned seasonal effect of the Christmas and New Year period did not significantly affect the overall percentage of reverse marketing, indicating that total EPF spending was down in that period.

Figure 3.4: Reverse Marketing expenditure and percentage of total EPF expenditure per month



**Source:** DEEWR administrative systems

[Refer to Appendix Table A3.3 to view the text version of Figure 3.4: Reverse Marketing expenditure and percentage of total EPF expenditure per month.](#a3)

## 3.4.2 Stream Services analysis

From the July 2009 to August 2011, Stream 2 job seekers received the most reverse marketing expenditure, had the most number of transactions, and also had the highest number of individual job seekers who had received reverse marketing of all Streams (Figure 3.5). This pattern differs slightly from overall EPF expenditure where Streams 2 and 3 receive similar amounts of EPF expenditure.

Figure 3.5: Total Reverse Marketing job seeker count, transaction count and dollars committed against each Stream Service July 2009 to August 2011



**Source:** DEEWR administrative systems

[Refer to Appendix Table A3.4 to view the text version of Figure 3.5: Total Reverse Marketing job seeker count, transaction count and dollars committed against each Stream Service July 2009 to August 2011.](#a4)

This overall pattern is not unexpected as Stream 2 job seekers would be considered to be in the centre of the disadvantage distribution, being relatively job-ready but still more likely to require the additional assistance of reverse marketing to help them find employment than Stream 1 job seekers. However when the reverse marketing job seeker count is expressed as a percentage of the caseload per stream, there is little difference between Streams 2, 3 and 4 (Table 3.2). This shows that reverse marketing expenditure across Streams 2, 3 and 4 is consistent with the number of available job seekers in each respective Stream. While this appears to be incongruent with predictions made earlier of reverse marketing targeting job ready job seekers, it may be that the job seekers in higher Streams have become more job ready during their time in assistance.

Table 3.2: Proportion of eligible job seekers who received Reverse Marketing per Stream between July 2009 and August 2011 (per cent)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Stream 1 | Stream 2 | Stream 3 | Stream 4 |
| Reverse marketed job seekers | 1 | 19 | 18 | 20 |

**Source:** DEEWR administrative systems

Stream 1 job seekers have lower levels of relative disadvantage and are more likely to be job ready and not require the use of reverse marketing to obtain employment. JSA providers may not use reverse marketing on Stream 1 job seekers for this reason, but also because Stream 1 job seekers attract little in terms of outcome fees and EPF credits. As such there is little incentive for JSA providers to reverse market Stream 1 job seekers.

## 3.4.3 March 2010 analysis

The month of March 2010 was selected as a month from which a more in-depth analysis of reverse marketing could be conducted. The March/April period had the job placement figure closest to the placements trend line between July 2009 and August 2011, and comes at a time in the contract period where EPF expenditure had settled into a pattern from which job referrals and placements could be determined.

A series of analyses were conducted using the JSCI score for the job seekers who received reverse marketing during March 2010. The JSCI band widths for streaming when a job seeker enters JSA are:

* Stream 1: less than or equal to 19
* Stream 2: 20-28
* Stream 3: greater than or equal to 29
* Stream 4: requires an Employment Services Assessment.

Figure 3.6 below shows the Total Active Caseload at the end of March 2010 based on JSCI score and the job seekers who had a status of ‘Commenced’ in that period. There is a spike of job seekers between a JSCI score of 10 and 18 and a strong relationship between Active Caseload and Commenced, as would be expected.

Figure 3.6: Total and Commenced caseload per JSCI score March 2010

0

5,000

10,000

15,000

20,000

25,000

30,000

35,000

40,000

45,000

0

10

20

30

40

50

60

70

80

90

**Job Seeker**

**Count**

**JSCI Score**

Active Caseload

Commenced

**Source:** DEEWR administrative systems

[Refer to Appendix Table A3.5 to view the text version of Figure 3.6: Total and commenced caseload per JSCI score March 2010.](#a5)

Figure 3.7 below shows the distribution of all EPF expenditure (excluding reverse marketing) and reverse marketing expenditure in March 2010. Despite a spike of job seekers between the JSCI score range of 10 and 18, general EPF expenditure and reverse marketing expenditure spikes between JSCI scores of 20 and 29 and then taper off. For both distributions, there is a large jump in expenditure between JSCI scores of 19 and 20, an increase of over 42 per cent for both distributions. Similar spikes are seen for all EPF use and reverse marketing use in terms of job seeker counts and transaction counts (Figures 3.8 and 3.9). It should be noted that in Figure 3.7, the job seekers who are counted as receiving reverse marketing may have also received other EPF assistance, but are not counted in the ‘All EPF’ cohort.

Figure 3.7: Reverse marketing expenditure and all other EPF expenditure by JSCI score, March 2010



**Source:** DEEWR administrative systems

[Refer to Appendix Table A3.6 to view the text version of Figure 3.7: Reverse marketing expenditure and all other EPF expenditure by JSCI score, March 2010.](#a6)

Figure 3.8: Job seeker count for reverse marketing and all other EPF use by JSCI score, March 2010



**Source:** DEEWR administrative systems

[Refer to Appendix Table A3.7 to view the text version of Figure 3.8: Job seeker count for reverse marketing and all other EPF use by JSCI score, March 2010.](#a7)

Figure 3.9: Transaction count for reverse marketing and all other EPF use by JSCI score, March 2010

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**Source:** DEEWR administrative systems

[Refer to Appendix Table A3.8 to view the text version of Figure 3.9: Transaction count for reverse marketing and all other EPF use by JSCI score, March 2010](#a8)

When broken down into Streams (Figure 3.10), consistent with the overview presented earlier, Stream 2 job seekers receive the highest amount of reverse marketing expenditure than any other Stream Service, representing 44 per cent of reverse marketing expenditure for March 2010. This prominence, which when compared to the three previous graphs, reveals more about the group of job seekers who receive reverse marketing as there is a discrepancy where reverse marketing is being conducted between the Streams and JSCI scores. This discrepancy is seen by the low level of Stream 1 reverse marketing expenditure, yet a considerable amount of reverse marketing expenditure occurs within the 0-19 JSCI score band width, which is the band width for Stream 1 job seekers upon commencement.

Figure 3.10: Reverse Marketing expenditure, job seeker count and transaction count per Stream Service March 2010



**Source:** DEEWR administrative systems

[Refer to Appendix Table A3.9 to view the text version of Figure 3.10: Reverse Marketing expenditure, job seeker count and transaction count per Stream Service March 2010.](#a9)

As a proportion of the eligible caseload, the proportion of job seekers who received reverse marketing is similar across Streams 2, 3 and 4, each around 5 per cent. This shows that whilst Stream 2 job seekers receive the most reverse marketing activity in terms of overall dollars, transactions and job seekers assisted, reverse marketing occurs at a similar rate in Streams 2, 3 and 4. Stream 1 job seekers were least likely to have received reverse marketing, with less than 1 per cent receiving reverse marketing in March 2010.

Figure 3.11 below shows the distribution of job seekers who received reverse marketing in March 2010 according to JSCI score up to the end of March 2010 and the Stream which reverse marketing was recorded against. The graph shows the small number of Stream 1 job seekers and reveals two large peaks for Stream 2 job seekers around the JSCI scores of 10 and 20 as well as a spike of Stream 3 job seekers around the JSCI score of 29. Interestingly, Stream 4 has a steady curve across the JSCI scores. The graph shows that Stream 2 job seekers make up most of the reverse marketing expenditure in the JSCI score band width of 0-19. This may reflect retrenched workers job seekers who were given early access to Stream 2 assistance as part of the response to the Global Financial Crisis and structural adjustment packages, but may also include job seekers whose circumstances have improved over time.

The distribution of Stream 2 job seekers and the low level of Stream 1 job seekers may suggest that JSA providers choose to base their reverse marketing strategy on Stream rather than level of disadvantage measured by JSCI scores. This behaviour is likely driven by the EPF crediting rates across the Streams with Stream 1 job seekers attracting EPF credits of $11, Stream 2 $550, and Stream 3 and 4 $1,100 (remote job seekers attract credits at 1.7 times these rates), and Outcome fees which provide additional incentive to place job seekers in higher Streams into employment

Figure 3.11: Distribution of job seekers who received reverse marketing by JSCI score and Stream, March 2010



**Source:** DEEWR administrative systems

[Refer to Appendix Table A3.10 to view the text version of Figure 3.11: Distribution of job seekers who received reverse marketing by JSCI score and Stream, March 2010.](#a10)

The distribution job seekers who are commenced on the caseload is similar to the distribution of job seekers who received reverse marketing, except for greater number of Stream 1 job seekers (Figure 3.12).

Figure 3.12: Distribution of job seekers with a status of ‘Commenced’ in Stream Services March 2010



**Source:** DEEWR administrative systems

[Refer to Appendix Table A3.11 to view the text version of Figure 3.12: Distribution of job seekers with a status of ‘Commenced’ in Stream Services March 2010.](#a11)

## 3.4.4 Other EPF assistance

Over 42 per cent of Job seekers who received reverse marketing during March 2010 also received other EPF assistance in the same month. This assistance was not of the same scale though, as reverse marketing accounted for over 55 per cent of EPF dollars and 72 per cent of EPF transactions for this cohort of job seekers (Figure 3.13). Training Courses was the most common other EPF category for reverse marketed job seekers, followed by Clothing and Presentation (which is often associated with job interviews).

 This suggests that job seekers who receive reverse marketing get it as part of a package of assistance. However, in the month that reverse marketing occurred, other EPF expenditure categories made up a lower proportion of total EPF for these job seekers compared to than job seekers who received other EPF assistance but no reverse marketing (Figure 3.14). This suggests that when a job seeker is being reverse marketed, that reverse marketing is the primary EPF focus for these job seekers, possibly after other assistance has been provided.

Figure 3.13: Other forms of EPF assistance in addition to Reverse Marketing in March 2010



**Source:** DEEWR administrative systems

[Refer to Appendix Table A3.12 to view the text version of Figure 3.13: Other forms of EPF assistance in addition to Reverse Marketing in March 2010.](#a12)

Figure 3.14: Proportion of EPF expenditure in March 2010 for job seekers who received Reverse Marketing and job seekers who received other EPF assistance in March 2010



**Source:** DEEWR administrative systems

[Refer to Appendix Table A3.13 to view the text version of Figure 3.14: Proportion of EPF expenditure in March 2010 for job seekers who received Reverse Marketing and job seekers who received other EPF assistance in March 2010.](#a13)

A similar pattern of EPF expenditure can be seen in February 2010 for job seekers who were reverse marketed in March 2010, however two main differences emerge. Reverse marketing expenditure in February 2010 accounted for 31 per cent of EPF expenditure for these job seekers instead of 55 per cent, and Training Courses accounted for 43 per cent of EPF expenditure instead of 25 per cent. This may indicate a general EPF expenditure pattern that job seekers who receive training are then reverse marketed to capitalise on their new qualifications.

## 3.4.5 Likelihood of receiving reverse marketing

A regression methodology was used to examine which characteristics were associated with job seekers receiving reverse marketing. The regression method allows for the influence of each characteristic on the odds of receiving reverse marketing to be examined while holding everything else constant. Reverse marketed job seekers in March 2010 were compared with job seekers who received other EPF assistance but no reverse marketing in the same period. The pattern of association of job seeker characteristics with reverse marketing varies to some degree by Stream, although a combination of labour market and personal characteristics is significant for all Streams. A summary of the associations is shown in Tables 3.3 and 3.4 below.

The components of the JSCI were used as the basis for the regression, with some levels of factors being combined if the numbers of job seekers at those levels were small. For Stream 1 job seekers the sample size was much smaller as reverse marketing is rarer in this Stream. This made it more difficult to identify significant factors for Stream 1 job seekers.

For Stream 1 job seekers, being in a disadvantaged labour market and being in an area without close proximity to a labour market were both independently associated with substantially lower odds of being reverse marketed. Each of these factors reduced the odds of being reverse marketed by 25 per cent to 50 per cent, depending on the severity of disadvantage. Stream 1 job seekers had higher odds of being reverse marketed if they had a low to medium level of personal characteristic disadvantage and had no recent work experience.

For Streams 2 to 4, being distant from a labour market lowered the odds of being reverse marketed in all Streams. Being in a weak labour market lowered the odds of receiving reverse marketing in all Streams except Stream 4, where a high level of labour market disadvantage was associated with about a 50 per cent increase in the odds of a job seeker receiving reverse marketing.

The largest single effects were for:

* Stream 4 job seekers who reside in an area where the Community Development Employment Project (CDEP) operates were 80 per cent less likely to be reverse marketed.
* Stream 4 job seekers with language disadvantage were two and half times more likely to be reverse marketed, possibly because of they need additional assistance to market their other skills to employers.

Table 3.3: Factors associated with *reduced* likelihood of receiving reverse marketing

| Odds | Stream 1 | Stream 2 | Stream 3 | Stream 4 |
| --- | --- | --- | --- | --- |
| Slightly lower odds | None | * with less than year 10 education[\*](#Sig1)
* who are not contactable by phone[\*](#Sig1)
* aged over 29 years old[\*](#Sig1)
* with disadvantaged living circumstances (e.g. lone parent)[\*\*](#Sig2)
* with little to no recent work experience[\*\*](#Sig2)
 | * in high level disadvantage labour market[\*](#Sig1)
* with disability high disadvantage[\*](#Sig1)
* with low to no recent work experience[\*\*](#Sig2)
* aged over 29 years old[\*\*](#Sig2)
 | * who identify as Indigenous[\*](#Sig1)
* who are not contactable by phone[\*](#Sig1)
* with no vocational qualifications/vocational qualifications not useful[\*](#Sig1)
* with access to public transport[\*\*](#Sig2)
* on income support for more than 24 months[\*\*](#Sig2)
 |
| Lower odds | * in areas of labour market proximity disadvantage[\*\*](#Sig2)
 | * in areas of labour market proximity disadvantage[\*\*](#Sig2)
* in disadvantaged Employment Services Area dropping to about half at high levels of disadvantage[\*\*](#Sig2)
* with no transport[\*\*](#Sig2)
* with low English proficiency[\*\*](#Sig2)
* who identify as Indigenous[\*\*](#Sig2)
 | * in areas of labour market proximity disadvantage[\*\*](#Sig2)
* in disadvantaged Employment Services Areas[\*\*](#Sig2)
* with low CDEP participation area and very low odds for high CDEP[\*\*](#Sig2" \o "significant at the .01 level)
* with high level disadvantage of English proficiency[\*\*](#Sig2)
* with an indigenous first language[\*\*](#Sig2)
* with poor phone contactability[\*\*](#Sig2" \o "significant at the .01 level)
 | * in labour markets proximity disadvantage areas[\*\*](#Sig2)
* in disadvantaged Employment Services Area low level and for highest level disadvantage[\*\*](#Sig2)
* with higher level disability disadvantage[\*\*](#Sig2)
* with high level disadvantage of English proficiency[\*\*](#Sig2)
 |
| Very low odds | * in disadvantaged labour markets[\*](#Sig1)
 | None | None | * high CDEP participation area[\*](#Sig1)
 |

**Notes:**

1. Slightly lower odds = 1 - .75, lower odds = .74 - .5, very low odds = <.5
2. Disadvantaged Employment Services Areas are also known as ‘Geographic Disadvantage’ in JSCI documentation.
3. Gender and age were entered separately into the analysis, rather than being combined as they are in the JSCI. This was to aid interpretation of the results.
4. Because of the small number of stream 1 job seekers receiving RM, the results for this stream are less reliable.
5. \* = significant at the .05 level, \*\* = significant at the .01 level.

Table 3.4: Factors associated with the *increased* likelihood of receiving reverse marketing

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Odds | Stream 1 | Stream 2 | Stream 3 | Stream 4 |
| Slightly higher odds: | None | * country of birth disadvantage[\*\*](#Sig2)
 | * with higher levels of disadvantage country of birth[\*](#Sig1)
* male job seekers[\*](#Sig1)
 | * in disadvantaged labour markets (highest level)[\*\*](#Sig2)
 |
| Higher odds: | * with low and medium levels of personal characteristic disadvantage[\*](#Sig1)
* With high recent work experience disadvantage (recent unemployment), but there was a large variability in this group[\*\*](#Sig2)
 | / | / | * with severe language disadvantage (determined by the first language spoken as a child) [\*\*](#Sig2)
 |

**Note:**

1. Slightly higher odds = 1 – 1.5, higher odds = >1.51
2. Disadvantaged Employment Services Areas are also known as ‘Geographic Disadvantage’ in JSCI documentation.
3. Gender and age were entered separately into the analysis, rather than being combined as they are in the JSCI. This was to aid interpretation of the results.
4. \* = significant at the .05 level, \*\* = significant at the .01 level.

# 3.5 Effectiveness of reverse marketing

The effectiveness of reverse marketing was analysed for the March 2010 cohort of job seekers who received reverse marketing. Effectiveness was measured in two ways: job referrals and job placements in the months of March or April 2010, soon after the reverse marketing event had occurred[[2]](#footnote-2).

In total, over 21,000 job seekers received reverse marketing in March 2010, half of which were in Stream 2, approximately 6,500 in Stream 3, just under 4,000 in Stream 4, and approximately 600 in Stream 1. Over 33,000 reverse marketing transactions were attributed to these job seekers, debiting over $3 million from the EPF.

## 3.5.1 Conversion of job referrals to job placements

Stream 2 job seekers who were reverse marketed had the highest number of job referrals and job placements in the months of March and April 2010, followed by Streams 3, 4 and 1 (Table 3.5). This is expected due to the distribution of the caseload of job seekers who received reverse marketing in this period. In terms of the proportion of job seekers who had job referrals and job placements in this period, Stream 2 job seekers who received reverse marketing were only slightly more likely to have a job referral or job placement than job seekers in Streams 1, 3 and 4 (Figure 3.15).

Table 3.5: Number of job referrals and job placements achieved in March and April 2010 by Stream, for job seekers who were reverse marketed in March 2010

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Stream 1 | Stream 2 | Stream 3 | Stream 4 | Total |
| Number of job Seekers Reverse Marketed | 607 | 10505 | 6531 | 3826 | 21467 |
| Number of Job Referrals | 261 | 6,303 | 3,592 | 2,180 | 12,336 |
| Number of Job Placements | 118 | 3,510 | 1,658 | 1,095 | 6,381 |
| Ratio of job referrals to job placements | 2.2 | 1.8 | 2.2 | 2 | 1.9 |

**Source:** DEEWR administrative systems

**Note:** Job seekers can have more than one job referral and job placement recorded against them.

Of job seekers who were reverse marketed in March 2010, the job seekers who were most likely to have a job referral and/or job placement in March and April 2010 were those eligible for the Automotive (AUTO) or Textile, Clothing and Footwear (TCF) Labour Adjustment Package (LAP). LAP job seekers are a specific cohort of job seekers who have been made redundant in certain industries experiencing structural change and identified by the Government as eligible for additional assistance through JSA. AUTO and TCF job seekers are part of this assistance and attract EPF credits that are for use specifically for LAP job seekers. Once LAP credits have been exhausted, these job seekers are eligible to receive assistance from the general pool of EPF funds held by their JSA provider at their outlet of service. LAP job seekers’ higher rates of job referrals and placements may be due to their higher skill levels and recent work experience compared to other job seekers. However the cohort of LAP job seekers who received reverse marketing is small and as such, LAP job seekers have been excluded from subsequent analyses.

Figures 3.15, 3.16 and 3.17 show the proportion of job seekers who received a job referral or job placement in March or April 2010, for those who received reverse marketing, received other EPF expenditure (but not reverse marketing) and all eligible job seekers (who did not receive reverse marketing) in March 2010. These figures also show the efficiency of each group in terms of converting job referrals into job placements in terms (per cent successful referrals).

In total for the reverse marketed cohort of job seekers (Figure 3.15), 57 per cent had a job referral in March or April 2010, with 30 per cent of the overall job seeker cohort having a job placement confirmed in March or April 2010. This translates into a 52 per cent successful referral rate. As mentioned earlier, LAP job seekers were the most successful job seekers in achieving job referrals and job placements, followed by Stream 2 job seekers.

Overall for job seekers who received other EPF assistance (but not reverse marketing), 29 per cent had a job referral and 17 per cent had a job placement in March or April 2010 (Figure 3.15). This translates into a successful referral rate of 59 per cent, slightly higher than for the reverse marketed cohort of job seekers. However, the overall job referral and job placement rates are 28 and 13 percentage points lower than the reverse marketed cohort respectively.

For job seekers who were eligible for assistance but did not receive reverse marketing in March 2010, 17 per cent had a job referral and 9 per cent had a job placement in March or April 2010 (Figure 3.16). This translates into a successful referral rate of 54 per cent, also slightly higher than the reverse marketed cohort of job seekers. However, overall the proportion of job referrals and job placements is lower than that of the reverse marketed cohort.

Figure 3.15: Proportion of Reverse Marketing recipients who had a job referral or job placement in March or April 2010 by Stream



**Source:** DEEWR administrative systems

[Refer to Appendix Table A3.14 to view the text version of Figure 3.15: Proportion of Reverse Marketing recipients who had a job referral or job placement in March or April 2010 by Stream.](#a14)

Figure 3.16: Proportion of EPF recipients (excluding reverse marketed job seekers) who had a job referral or job placement in March and April 2010 by Stream



**Source:** DEEWR administrative systems

[Refer to Appendix Table A3.15 to view the text version of Figure 3.16: Proportion of EPF recipients (excluding reverse marketed job seekers) who had a job referral or job placement in March and April 2010 by Stream.](#a15)

Figure 3.17: Proportion of all job seekers with a status of ‘Commenced’ (excluding reverse marketed job seekers) who had a job referral or job placement in March and April 2010 by Stream



**Source:** DEEWR administrative systems

[Refer to Appendix Table A3.16 to view the text version of Figure 3.17 Proportion of all job seekers with a status of ‘Commenced’ (excluding reverse marketed job seekers) who had a job referral or job placement in March and April 2010 by Stream.](#a16)

Figure 3.18 below shows the flow of both reverse marketed job seekers and job seekers who receive other EPF assistance. EPF recipients, reverse marketing is associated with proportionally more job referral activity than other EPF expenditure in March and April 2010. Essentially this affords job seekers who are reverse marketed a greater opportunity to achieve a job placement, meaning that overall, reverse marketing is effective in generating job

Figure 3.18: March 2010 Reverse Marketing and all other EPF expenditure job referral to job placement March and April 2010 conversion flowchart

**Source:** DEEWR administrative systems

referrals, but these referrals were not converted to job placements as efficiently compared to the Other EPF group.

While the other EPF cohort had a slightly better rate of referred job seekers achieving a job placement, overall a greater proportion of reverse marketed job seekers achieve a job placement.

## 3.5.2 Regression analysis

A regression analysis was performed to determine whether reverse marketing increases the chances of a job seeker having a job referral and/or job placement. Data issues mentioned earlier, particularly that it is not possible to directly link a Reverse Marketing EPF transaction to a specific job referral or job placement, must be considered when interpreting the results below. All results presented are significant at the 95 per cent confidence limit.

The two groups of job seekers were those who received reverse marketing in March 2010 and all other job seekers who had a status of ‘Commenced’ in the same month. Regression analysis allows for the control of variables to determine effects of other variables. By matching on some variables, the variance is reduced, thereby producing a more reliable result. The following factors were controlled for in the model through the matching process:

* Age;
* Gender;
* JSCI score;
* Stream;
* Time in employment services; and
* Vocational qualifications.

In addition, the following factors were controlled for through inclusion in the regression model:

* Being in a disadvantaged labour market area;
* Having access to transport;
* Being contactable by phone;
* Proximity to a labour market;
* Level of educational attainment;
* Time on income support;
* Geographic area;
* Indigenous status; and
* Workplace support needs.

The effect of reverse marketing on job referrals

Job seekers who were reverse marketed were approximately 4.7 times more likely to be referred to a job than those with similar characteristics who did not receive reverse marketing. The analysis also indicated that some characteristics made job seekers more or less likely to be referred to a job, regardless of whether they were reverse marketed or not:

* Being in a highly disadvantaged labour market area was associated with being more likely to have a job referral.
* A job seeker not having their own form of transport was associated with being less likely to have a job referral.

The effect of reverse marketing on job placements

Job seekers who were reverse marketed were approximately three times more likely to be placed in a job than job seekers with similar characteristics who did not receive reverse marketing. Again, job seekers not having access to their own transport was associated with being less likely to achieve a job placement, whether or not the job seeker was reverse marketed.

Figure 3.19 shows the relationships between job referrals and job placements for the job seeker populations used in this regression analysis: those who received reverse marketing and those with similar characteristics who did not.

The net benefit of receiving reverse marketing equals approximately a 17 percentage point increase in job placements. However, similar to the results presented earlier, job seekers who are reverse marketed tend to have a slightly lower efficiency in terms of converting job referrals to job placements.

Figure 3.19: March 2010 Reverse Marketing conversion flowchart for matched groups

**Source:** DEEWR administrative systems.

# 3.6 Discussion

Reverse marketing is intended to be used for job seekers who are close to job readiness or are job ready, but who have experienced barriers to employment that may reduce their chances of finding jobs for themselves from advertised vacancies. The skew towards job seekers with lower and mid range JSCI scores identified in this report indicates that the job seekers who are being reverse marketed are those who are job ready or approaching job readiness after experiencing disadvantage. This fits within the JSA model and purpose of reverse marketing. On the other hand, there is little incentive for providers to reverse market Stream 1, as these do not attract an Outcome Fee for their JSA provider in the first 12 months after they commence in Stream 1 services. Correspondingly, smaller numbers of Stream 1 job seeker receive reverse marketing.

Job seekers with certain characteristics and circumstances are more likely to receive reverse marketing than other job seekers. Job seekers who are less likely to receive reverse marketing include job seekers who do not have access to a strong labour market. This is a logical result given the shortage of employers to target with reverse marketing. Of more concern are the findings that Aboriginal and Torres Strait Islander job seekers are less likely to receive reverse marketing controlling for other characteristics, as are Stream 2 and 3 job seekers with little or no recent work experience. These job seekers are arguably the job seekers who, when job ready, require reverse marketing the most.

Generally, reverse marketing results in higher job referral and job placement activity for job seekers. However the slightly lower conversions of job referrals to job placements for job seekers who have been reverse marketed suggests that in some cases reverse marketing could be more effectively targeted. This also suggests that a general increase in reverse marketing activity, if not properly targeted, may increase this inefficiency and dilute the value of the intervention.

The effectiveness of reverse marketing is contingent on the quality of the activity as undertaken by the provider, not on the mechanism used to fund it. Currently reverse marketing is a service which can be claimed for reimbursement through the EPF, and there is a risk that JSA providers may engage in ‘cold-calling’ or other inappropriate reverse marketing activities in order to draw on the EPF to subsidise their business. This is explicitly defined in the EPF Guidelines as inappropriate, and EPF claimed in this way would be recoverable by DEEWR.

There are several limitations with the administrative data upon which the analysis for this report is based. Some of the claims for EPF expenditure against reverse marketing may have been inappropriate, possibly because of a misapplication or misinterpretation of the reference material for reverse marketing. These include claims for what was actually sourcing of vacancies or ‘vacancy management’, and claims for ‘cold calling’. It was not possible to determine the extent of this, which should be considered when taking into account the results presented.

# References

Department of Education, Employment and Workplace Relations (DEEWR) 2011. Employment Pathway Fund Guidelines Version 1.6.

Department of Education, Employment and Workplace Relations (DEEWR) 2012. EmploymentServices Deed 2009-2012 – Stream Services. General Deed Variation No. 4.

# Appendix A3 Data tables for figures

Table A3.1: Proportion of EPF expenditure spent on reverse marketing of job seekers (per cent)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| -/  | High performing sites | Mid performing sites | Low performing sites | total |
| Proportion of EPF expenditure (%)  | 10.39 | 7.55 | 6.11 | 7.65 |

[View Figure 3.2](#Figure3_2)

Table A3.2: Reverse Marketing expenditure, transaction count and job seeker count

| Month Name Abbreviation | Amount(Sum) | Transaction Count  | Unique JSKR Count |
| --- | --- | --- | --- |
| Jul-09 | $317,556.40 | 3,722 | 2,746 |
| Aug-09 | $1,078,575.59 | 12,678 | 8,166 |
| Sep-09 | $1,893,579.45 | 22,068 | 14,452 |
| Oct-09 | $2,062,854.73 | 24,152 | 15,836 |
| Nov-09 | $2,310,754.29 | 24,988 | 16,407 |
| Dec-09 | $2,341,598.22 | 25,328 | 16,925 |
| Jan-10 | $1,919,878.21 | 21,602 | 14,679 |
| Feb-10 | $2,433,195.61 | 27,178 | 18,544 |
| Mar-10 | $3,157,771.13 | 34,274 | 22,453 |
| Apr-10 | $2,329,522.07 | 25,262 | 17,298 |
| May-10 | $3,043,493.30 | 32,947 | 21,816 |
| Jun-10 | $2,964,789.12 | 33,554 | 21,533 |
| Jul-10 | $2,624,073.37 | 31,795 | 20,328 |
| Aug-10 | $2,736,384.13 | 34,192 | 21,916 |
| Sep-10 | $2,689,818.00 | 33,688 | 21,616 |
| Oct-10 | $2,550,772.11 | 32,358 | 20,176 |
| Nov-10 | $2,608,500.83 | 33,844 | 21,196 |
| Dec-10 | $2,115,307.18 | 26,212 | 17,328 |
| Jan-11 | $1,778,738.91 | 23,007 | 15,011 |
| Feb-11 | $2,416,499.02 | 30,643 | 19,372 |
| Mar-11 | $3,055,090.34 | 37,425 | 22,892 |
| Apr-11 | $2,314,994.34 | 30,820 | 17,997 |
| May-11 | $2,812,709.98 | 36,282 | 21,739 |
| Jun-11 | $2,782,315.95 | 36,862 | 22,052 |
| Jul-11 | $2,807,721.06 | 34,904 | 21,543 |
| Aug-11 | $3,016,374.40 | 38,119 | 23,542 |

[View Figure 3.3](#Figure3_3)

Table A3.3: Reverse Marketing expenditure and percentage of total EPF expenditure per month

| Month | Reverse Marketing $ | RM% of Total EPF Spent per Month |
| --- | --- | --- |
| Jul-09 | 317556 | 9.9% |
| Aug-09 | 1078575.59 | 9.8% |
| Sep-09 | 1893579.45 | 9.7% |
| Oct-09 | 2062854.73 | 9.1% |
| Nov-09 | 2310754.29 | 9.1% |
| Dec-09 | 2341598.22 | 9.3% |
| Jan-10 | 1919878.21 | 8.9% |
| Feb-10 | 2433195.61 | 8.6% |
| Mar-10 | 3157771.13 | 8.8% |
| Apr-10 | 2329522.07 | 7.7% |
| May-10 | 3043493.3 | 8.4% |
| Jun-10 | 2964789.12 | 7.6% |
| Jul-10 | 2624073.37 | 7.2% |
| Aug-10 | 2736384.13 | 7.4% |
| Sep-10 | 2689818 | 7.0% |
| Oct-10 | 2550772.11 | 7.0% |
| Nov-10 | 2608500.83 | 6.9% |
| Dec-10 | 2115307.18 | 6.3% |
| Jan-11 | 1778738.91 | 7.0% |
| Feb-11 | 2416499.02 | 7.0% |
| Mar-11 | 3055090.34 | 7.1% |
| Apr-11 | 2314994.34 | 7.1% |
| May-11 | 2812709.98 | 7.1% |
| Jun-11 | 2782315.95 | 6.1% |
| Jul-11 | 2807721.06 | 7.3% |
| Aug-11 | 3016374.4 | 6.4% |

[View Figure 3.4](#Figure3_4)

Table A3.4: Total Reverse Marketing job seeker count, transaction count and dollars committed against each Stream Service July 2009 to August 2011

|  |  |  |  |
| --- | --- | --- | --- |
| Stream | Sum of RM Amount | Count of JSID | Count of Trans Id |
| S1 | 2404172 | 10672 | 23367 |
| S2 | 27195927 | 115709 | 324159 |
| S3 | 18291396 | 66800 | 224992 |
| S4 | 13748833 | 48432 | 171562 |

[View Figure 3.5](#Figure3_5)

Table A3.5: Total and commenced caseload per JSCI score March 2010

| JSCI | Commenced Job Seeker Count | Active Caseload Job Seeker Count | JSCI | Commenced Job Seeker Count | Active Caseload Job Seeker Count |
| --- | --- | --- | --- | --- | --- |
| 0 | 12498 | 17947 | 41 | 4072 | 6273 |
| 1 | 333 | 430 | 42 | 3572 | 5555 |
| 2 | 608 | 807 | 43 | 2963 | 4645 |
| 3 | 1010 | 1304 | 44 | 2683 | 4209 |
| 4 | 2145 | 2774 | 45 | 2286 | 3539 |
| 5 | 5292 | 6669 | 46 | 1948 | 3035 |
| 6 | 9502 | 11795 | 47 | 1718 | 2646 |
| 7 | 14302 | 17584 | 48 | 1380 | 2209 |
| 8 | 20236 | 25038 | 49 | 1191 | 1850 |
| 9 | 25610 | 31574 | 50 | 1164 | 1724 |
| 10 | 29249 | 36139 | 51 | 876 | 1334 |
| 11 | 30970 | 38669 | 52 | 768 | 1153 |
| 12 | 31055 | 38689 | 53 | 603 | 888 |
| 13 | 29752 | 37596 | 54 | 515 | 798 |
| 14 | 27785 | 35534 | 55 | 446 | 652 |
| 15 | 25375 | 33169 | 56 | 349 | 531 |
| 16 | 23284 | 31267 | 57 | 295 | 446 |
| 17 | 21269 | 29306 | 58 | 255 | 368 |
| 18 | 19537 | 27967 | 59 | 178 | 268 |
| 19 | 18872 | 27545 | 60 | 131 | 214 |
| 20 | 20106 | 30098 | 61 | 133 | 203 |
| 21 | 19097 | 28923 | 62 | 96 | 150 |
| 22 | 18591 | 28548 | 63 | 81 | 134 |
| 23 | 18147 | 28284 | 64 | 54 | 80 |
| 24 | 17643 | 27502 | 65 | 46 | 76 |
| 25 | 18059 | 27948 | 66 | 39 | 63 |
| 26 | 17011 | 26591 | 67 | 28 | 42 |
| 27 | 16078 | 24826 | 68 | 31 | 49 |
| 28 | 14749 | 22946 | 69 | 15 | 29 |
| 29 | 14027 | 21860 | 70 | 13 | 25 |
| 30 | 12776 | 19783 | 71 | 7 | 16 |
| 31 | 11646 | 18003 | 72 | 5 | 13 |
| 32 | 10700 | 16656 | 73 | 6 | 11 |
| 33 | 9750 | 15112 | 74 | 3 | 6 |
| 34 | 8554 | 13553 | 75 | 2 | 3 |
| 35 | 7654 | 12000 | 76 | 2 | 5 |
| 36 | 7132 | 11007 | 77 | 1 | 1 |
| 37 | 6381 | 9941 | 79 | 1 | 1 |
| 38 | 5708 | 8902 | 81 | 1 | 1 |
| 39 | 5267 | 8243 | 82 | 1 | 1 |
| 40 | 4570 | 7109 | Grand Total | 640288 | 902884 |

[View Figure 3.6](#Figure3_6)

Table A3.6: Reverse marketing expenditure and all other EPF expenditure by JSCI score, March 2010

| JSCI | All Other EPF  | RM Only | JSCI | All Other EPF  | RM Only |
| --- | --- | --- | --- | --- | --- |
| 0 | 558659.81 | 65054.27 | 37 | 405506.86 | 32545.05 |
| 1 | 14246.11 | 4285.48 | 38 | 391680.11 | 29603.01 |
| 2 | 14033.12 | 2029.74 | 39 | 332460.73 | 29610.52 |
| 3 | 27004.7 | 5291.36 | 40 | 288902.92 | 16580.29 |
| 4 | 62239.69 | 11118.98 | 41 | 271781.23 | 16428.46 |
| 5 | 125753.85 | 20261.98 | 42 | 201203.19 | 11830.29 |
| 6 | 258469.28 | 30299.69 | 43 | 146300.44 | 12122.88 |
| 7 | 361385.71 | 54204.69 | 44 | 141162.42 | 8558.11 |
| 8 | 461843.63 | 63632.71 | 45 | 131700.94 | 6341.1 |
| 9 | 656851.57 | 87250.77 | 46 | 114158.02 | 4507.83 |
| 10 | 710349.13 | 101215.74 | 47 | 97780.21 | 6572.22 |
| 11 | 872222.2 | 98270.5 | 48 | 73284.15 | 3787.32 |
| 12 | 827869.86 | 97006.04 | 49 | 58915.02 | 1881.59 |
| 13 | 846168.08 | 90659.93 | 50 | 54373.5 | 1280.46 |
| 14 | 769405.55 | 85519.62 | 51 | 37204.7 | 1817.3 |
| 15 | 746634.86 | 84692.07 | 52 | 41186.49 | 370.45 |
| 16 | 717059.32 | 74056.89 | 53 | 34528.29 | 426.28 |
| 17 | 709292.24 | 79070.06 | 54 | 20289.77 | 255.01 |
| 18 | 744342.55 | 75988.65 | 55 | 13811 | 162.75 |
| 19 | 719310.29 | 75731.23 | 56 | 14698.65 | 85.5 |
| 20 | 1261596.09 | 136980.02 | 57 | 8283.91 | 325.25 |
| 21 | 1250387.64 | 127842.96 | 58 | 11120.64 | 0 |
| 22 | 1142392.6 | 117062.3 | 59 | 6622.86 | 21 |
| 23 | 1192812.91 | 125460.4 | 60 | 5148.12 | 0 |
| 24 | 1111689.3 | 116902.63 | 61 | 4903.96 | 46.5 |
| 25 | 1201726.53 | 117456.3 | 62 | 2624.4 | / |
| 26 | 1108575.76 | 116738.49 | 63 | 7891.82 | / |
| 27 | 1054806.24 | 108366.66 | 64 | 2931.83 | / |
| 28 | 1037871.79 | 100186.3 | 65 | 712.44 | / |
| 29 | 1104776.92 | 108404.12 | 66 | 1325.74 | / |
| 30 | 950858.08 | 91600.07 | 67 | 90.37 | / |
| 31 | 882798.34 | 93640.38 | 68 | 611.96 | / |
| 32 | 723427.78 | 67686.39 | 69 | 123.44 | / |
| 33 | 648831.29 | 58213.35 | 70 | 172.21 | / |
| 34 | 584032.23 | 52045.07 | 71 | 695.15 | / |
| 35 | 522939.61 | 49679.74 | 72 | 25.99 | / |
| 36 | 491816.7 | 38224.71 | 73 | 179.3 | / |

[View Figure 3.7](#Figure3_7)

Table A3.7: Job seeker count for reverse marketing and all other EPF use by JSCI score, March 2010

| JSCI | JSKR Count All Other EPF | JSKR Count RM Only | JSCI | JSKR Count All Other EPF | JSKR Count RM Only |
| --- | --- | --- | --- | --- | --- |
| 0 | 1858 | 486 | 37 | 1493 | 213 |
| 1 | 39 | 13 | 38 | 1290 | 201 |
| 2 | 51 | 14 | 39 | 1217 | 205 |
| 3 | 111 | 34 | 40 | 997 | 129 |
| 4 | 212 | 63 | 41 | 862 | 122 |
| 5 | 468 | 128 | 42 | 745 | 90 |
| 6 | 897 | 233 | 43 | 559 | 64 |
| 7 | 1323 | 359 | 44 | 540 | 55 |
| 8 | 1862 | 490 | 45 | 470 | 47 |
| 9 | 2476 | 639 | 46 | 386 | 41 |
| 10 | 2772 | 714 | 47 | 330 | 37 |
| 11 | 3111 | 743 | 48 | 286 | 27 |
| 12 | 3089 | 712 | 49 | 232 | 21 |
| 13 | 3105 | 675 | 50 | 215 | 16 |
| 14 | 3014 | 651 | 51 | 155 | 10 |
| 15 | 2848 | 626 | 52 | 153 | 5 |
| 16 | 2760 | 577 | 53 | 113 | 7 |
| 17 | 2628 | 539 | 54 | 91 | 5 |
| 18 | 2588 | 550 | 55 | 79 | 2 |
| 19 | 2558 | 524 | 56 | 59 | 2 |
| 20 | 4432 | 1023 | 57 | 42 | 4 |
| 21 | 4213 | 956 | 58 | 44 | 0 |
| 22 | 4027 | 866 | 59 | 29 | 1 |
| 23 | 4026 | 867 | 60 | 32 | 0 |
| 24 | 3909 | 875 | 61 | 29 | 1 |
| 25 | 3976 | 833 | 62 | 14 | / |
| 26 | 3857 | 818 | 63 | 14 | / |
| 27 | 3598 | 756 | 64 | 12 | / |
| 28 | 3411 | 676 | 65 | 9 | / |
| 29 | 3518 | 729 | 66 | 7 | / |
| 30 | 3095 | 642 | 67 | 1 | / |
| 31 | 2802 | 599 | 68 | 8 | / |
| 32 | 2550 | 477 | 69 | 3 | / |
| 33 | 2298 | 424 | 70 | 2 | / |
| 34 | 2014 | 345 | 71 | 1 | / |
| 35 | 1815 | 317 | 72 | 1 | / |
| 36 | 1642 | 274 | 73 | 1 | / |

[View Figure 3.8](#Figure3_8)

Table A3.8: Transaction count for reverse marketing and all other EPF use by JSCI score, March 2010

| JSCI | Transaction Count All Other EPF | Transaction Count RM | JSCI | Transaction Count All Other EPF | Transaction Count RM |
| --- | --- | --- | --- | --- | --- |
| 0 | 3138 | 740 | 37 | 2678 | 333 |
| 1 | 70 | 18 | 38 | 2335 | 332 |
| 2 | 79 | 22 | 39 | 2259 | 322 |
| 3 | 165 | 57 | 40 | 1913 | 212 |
| 4 | 340 | 104 | 41 | 1726 | 175 |
| 5 | 745 | 193 | 42 | 1397 | 130 |
| 6 | 1407 | 352 | 43 | 1064 | 103 |
| 7 | 2156 | 574 | 44 | 1048 | 80 |
| 8 | 2846 | 748 | 45 | 937 | 54 |
| 9 | 3884 | 965 | 46 | 730 | 50 |
| 10 | 4350 | 1111 | 47 | 660 | 55 |
| 11 | 4971 | 1153 | 48 | 568 | 38 |
| 12 | 4829 | 1086 | 49 | 406 | 23 |
| 13 | 4865 | 1017 | 50 | 422 | 18 |
| 14 | 4673 | 988 | 51 | 368 | 17 |
| 15 | 4567 | 1006 | 52 | 414 | 5 |
| 16 | 4316 | 840 | 53 | 273 | 7 |
| 17 | 4312 | 860 | 54 | 200 | 5 |
| 18 | 4263 | 895 | 55 | 209 | 2 |
| 19 | 4187 | 787 | 56 | 150 | 2 |
| 20 | 7310 | 1493 | 57 | 91 | 6 |
| 21 | 7080 | 1462 | 58 | 98 | 0 |
| 22 | 6594 | 1313 | 59 | 46 | 1 |
| 23 | 6634 | 1380 | 60 | 61 | 0 |
| 24 | 6487 | 1324 | 61 | 61 | 1 |
| 25 | 6754 | 1275 | 62 | 29 | / |
| 26 | 6447 | 1240 | 63 | 60 | / |
| 27 | 6146 | 1206 | 64 | 28 | / |
| 28 | 5902 | 1025 | 65 | 17 | / |
| 29 | 6203 | 1150 | 66 | 16 | / |
| 30 | 5406 | 1009 | 67 | 1 | / |
| 31 | 4998 | 945 | 68 | 18 | / |
| 32 | 4386 | 717 | 69 | 10 | / |
| 33 | 4005 | 627 | 70 | 7 | / |
| 34 | 3445 | 542 | 71 | 2 | / |
| 35 | 3235 | 509 | 72 | 3 | / |
| 36 | 3009 | 418 | 73 | 1 | / |

[View Figure 3.9](#Figure3_9)

Table A3.9: Reverse Marketing expenditure, job seeker count and transaction count per Stream Service March 2010

|  |  |  |  |
| --- | --- | --- | --- |
| / | JSKR Count | RM Expenditure | Transaction Count |
| S1 | 603 | 68326.69 | 815 |
| S2 | 10505 | 1326832.85 | 15777 |
| S3 | 6551 | 949275.51 | 10233 |
| S4 | 3848 | 667359 | 6232 |

[View Figure 3.10](#Figure3_10)

Table A3.10: Distribution of job seekers who received reverse marketing by JSCI score and Stream, March 2010

| JSCI Score | S1 | S2 | S3 | S4 | JSCI Score | S1 | S2 | S3 | S4 |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 0 | 3 | 73 | 43 | 30 | 30 | 2 | 27 | 457 | 168 |
| 1 | 0 | 13 | 0 | 0 | 31 | 0 | 29 | 426 | 153 |
| 2 | 1 | 13 | 0 | 1 | 32 | 2 | 15 | 351 | 119 |
| 3 | 2 | 32 | 0 | 0 | 33 | 2 | 13 | 310 | 108 |
| 4 | 1 | 60 | 3 | 2 | 34 | 0 | 11 | 244 | 102 |
| 5 | 5 | 116 | 6 | 5 | 35 | 0 | 10 | 217 | 97 |
| 6 | 11 | 210 | 15 | 6 | 36 | 0 | 6 | 191 | 84 |
| 7 | 16 | 313 | 24 | 9 | 37 | 1 | 6 | 152 | 60 |
| 8 | 28 | 422 | 28 | 11 | 38 | 1 | 4 | 140 | 60 |
| 9 | 41 | 534 | 39 | 23 | 39 | 0 | 6 | 138 | 61 |
| 10 | 47 | 587 | 67 | 19 | 40 | 0 | 2 | 82 | 45 |
| 11 | 55 | 579 | 79 | 37 | 41 | 0 | 1 | 82 | 46 |
| 12 | 54 | 523 | 98 | 41 | 42 | 0 | 4 | 52 | 32 |
| 13 | 62 | 481 | 85 | 48 | 43 | 0 | 1 | 40 | 23 |
| 14 | 48 | 441 | 102 | 64 | 44 | 0 | 0 | 38 | 18 |
| 15 | 50 | 381 | 113 | 91 | 45 | 0 | 1 | 31 | 15 |
| 16 | 44 | 332 | 114 | 98 | 46 | 1 | 1 | 26 | 13 |
| 17 | 38 | 258 | 135 | 107 | 47 | 0 | 0 | 17 | 21 |
| 18 | 21 | 273 | 119 | 123 | 48 | 0 | 2 | 14 | 11 |
| 19 | 30 | 228 | 129 | 138 | 49 | 0 | 0 | 14 | 7 |
| 20 | 4 | 762 | 142 | 151 | 50 | 0 | 0 | 8 | 8 |
| 21 | 5 | 646 | 157 | 176 | 51 | 0 | 0 | 2 | 8 |
| 22 | 3 | 576 | 156 | 164 | 52 | 0 | 0 | 4 | 1 |
| 23 | 5 | 553 | 144 | 175 | 53 | 0 | 0 | 5 | 2 |
| 24 | 5 | 518 | 162 | 199 | 54 | 0 | 0 | 5 | 0 |
| 25 | 3 | 408 | 247 | 183 | 55 | 0 | 0 | 2 | 0 |
| 26 | 3 | 366 | 273 | 188 | 56 | 0 | 0 | 1 | 1 |
| 27 | 3 | 337 | 236 | 189 | 57 | 0 | 0 | 2 | 2 |
| 28 | 0 | 301 | 228 | 155 | 59 | 1 | 0 | 0 | 0 |
| 29 | 5 | 30 | 556 | 149 | 61 | 0 | 0 | 0 | 1 |

[View Figure 3.11](#Figure3_11)

Table A3.11: Distribution of job seekers with a status of ‘Commenced’ in Stream Services March 2010

| JSCI Score | S1 | S2 | S3 | S4 | JSCI Score | S1 | S2 | S3 | S4 |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 0 | 874 | 1352 | 1022 | 636 | 41 | 28 | 76 | 2759 | 1591 |
| 1 | 192 | 155 | 1 | 1 | 42 | 30 | 67 | 2401 | 1404 |
| 2 | 341 | 311 | 3 | 2 | 43 | 23 | 45 | 2026 | 1159 |
| 3 | 534 | 511 | 15 | 5 | 44 | 20 | 37 | 1858 | 1059 |
| 4 | 1248 | 950 | 34 | 18 | 45 | 8 | 35 | 1581 | 908 |
| 5 | 3327 | 2065 | 77 | 31 | 46 | 7 | 24 | 1280 | 800 |
| 6 | 5937 | 3727 | 169 | 81 | 47 | 5 | 13 | 1167 | 689 |
| 7 | 9019 | 5318 | 257 | 110 | 48 | 0 | 13 | 959 | 527 |
| 8 | 12986 | 7280 | 437 | 177 | 49 | 0 | 12 | 843 | 460 |
| 9 | 16732 | 8895 | 645 | 227 | 50 | 3 | 7 | 823 | 436 |
| 10 | 19056 | 9892 | 956 | 332 | 51 | 0 | 10 | 627 | 323 |
| 11 | 20330 | 10174 | 1065 | 450 | 52 | 2 | 5 | 546 | 288 |
| 12 | 20626 | 9521 | 1294 | 567 | 53 | 0 | 2 | 434 | 221 |
| 13 | 19515 | 8937 | 1497 | 837 | 54 | / | 2 | 363 | 207 |
| 14 | 18009 | 8026 | 1661 | 1107 | 55 | / | 1 | 318 | 169 |
| 15 | 15933 | 7121 | 1917 | 1310 | 56 | / | 1 | 246 | 130 |
| 16 | 14113 | 6378 | 2163 | 1584 | 57 | / | 0 | 197 | 127 |
| 17 | 12408 | 5561 | 2412 | 1833 | 58 | / | 0 | 182 | 93 |
| 18 | 10874 | 5203 | 2401 | 2055 | 59 | / | 0 | 128 | 67 |
| 19 | 9974 | 5015 | 2433 | 2517 | 60 | / | 1 | 101 | 44 |
| 20 | 1116 | 15186 | 2641 | 2780 | 61 | / | 0 | 79 | 65 |
| 21 | 970 | 13872 | 2791 | 3072 | 62 | / | 1 | 72 | 35 |
| 22 | 978 | 13002 | 3004 | 3294 | 63 | / | 0 | 68 | 24 |
| 23 | 923 | 12166 | 3133 | 3595 | 64 | / | 1 | 38 | 20 |
| 24 | 854 | 11343 | 3228 | 3915 | 65 | / | / | 38 | 12 |
| 25 | 523 | 9063 | 6145 | 4007 | 66 | / | / | 37 | 7 |
| 26 | 500 | 8348 | 5734 | 4010 | 67 | / | / | 23 | 5 |
| 27 | 430 | 7638 | 5410 | 4006 | 68 | / | / | 30 | 8 |
| 28 | 366 | 6530 | 5311 | 3895 | 69 | / | / | 12 | 4 |
| 29 | 339 | 496 | 10760 | 3837 | 70 | / | / | 9 | 5 |
| 30 | 260 | 467 | 9645 | 3690 | 71 | / | / | 7 | 1 |
| 31 | 236 | 388 | 8811 | 3393 | 72 | / | / | 6 | 1 |
| 32 | 209 | 359 | 7781 | 3413 | 73 | / | / | 4 | 3 |
| 33 | 150 | 324 | 7024 | 3184 | 74 | / | / | 2 | 1 |
| 34 | 137 | 287 | 6089 | 2920 | 75 | / | / | 2 | 0 |
| 35 | 122 | 247 | 5395 | 2692 | 76 | / | / | 1 | 1 |
| 36 | 96 | 205 | 4985 | 2548 | 77 | / | / | 1 | / |
| 37 | 78 | 166 | 4386 | 2364 | 79 | / | / | 1 | / |
| 38 | 60 | 169 | 3821 | 2215 | 81 | / | / | 1 | / |
| 39 | 59 | 115 | 3639 | 1968 | 82 | / | / | 1 | / |
| 40 | 48 | 112 | 3159 | 1727 |  | / | / | / | / |

[View Figure 3.12](#Figure3_12)

Table A3.12: Other forms of EPF assistance in addition to Reverse Marketing in March 2010

|  |  |  |  |
| --- | --- | --- | --- |
|  Type of EPF Assistance | Amount ($) | Transaction Count | Job Seeker Count |
| Clothing and presentation | 216124.89 | 2174 | 1782 |
| Mental health counselling & support | 118430.74 | 566 | 389 |
| Post placement support | 52628.98 | 839 | 573 |
| Training course | 1360816.09 | 4291 | 2919 |
| Fares & petrol | 32053.5 | 1132 | 761 |
| Wage subsidy | 207998.01 | 196 | 183 |

[View Figure 3.13](#Figure3_13)

Table A3.13: Proportion of EPF expenditure in March 2010 for job seekers who received Reverse Marketing and job seekers who received other EPF assistance in March 2010

|  |  |  |
| --- | --- | --- |
|  Type of EPF Assistance | EPF Expenditure on Other Assistance For RM JSKR (%) | EPF Expenditure on Other Assistance For Other JSKR (%) |
| Clothing and presentation | 4.0 | 7.1 |
| Mental health counselling & support | 2.2 | 5.6 |
| Post placement support | 1.0 | 0.9 |
| Training course | 25.0 | 43.1 |
| Fares & petrol | 0.6 | 1.5 |
| Wage subsidy | 3.8 | 20.2 |

[View Figure 3.14](#Figure3_14)

Table A3.14: Proportion of Reverse Marketing recipients who had a job referral or job placement in March or April 2010 by Stream

|  |  |  |  |
| --- | --- | --- | --- |
| Stream  | Referred (%) | Placed (%) | Successful Referral (%) |
| S1 | 43.3 | 19.6 | 45.2 |
| S2 | 60.0 | 33.4 | 55.7 |
| S3 | 54.8 | 25.3 | 46.2 |
| S4 | 56.7 | 28.5 | 50.2 |
| Overall | 57.4 | 29.7 | 51.8 |

[View Figure 3.15](#Figure3_15)

Table A3.15: Proportion of EPF recipients (excluding reverse marketed job seekers) who had a job referral or job placement in March and April 2010 by Stream

|  |  |  |  |
| --- | --- | --- | --- |
| Stream  | Referred (%) | Placed (%) | Success Referral (%) |
| S1 | 15.4 | 8.0 | 51.6 |
| S2 | 38.8 | 24.6 | 63.4 |
| S3 | 26.9 | 14.5 | 54.0 |
| S4 | 23.2 | 13.2 | 56.9 |
| Overall | 29.4 | 17.3 | 59.0 |

[View Figure 3.16](#Figure3_16)

Table A3.16: Proportion of all job seekers with a status of ‘Commenced’ (excluding reverse marketed job seekers) who had a job referral or job placement in March and April 2010 by Stream

|  |  |  |  |
| --- | --- | --- | --- |
| Stream | Referred (%) | Placed (%) | Successful Referral (%) |
| S1 | 8.2 | 4.2 | 51.4 |
| S2 | 27.6 | 16.3 | 59.2 |
| S3 | 17.3 | 8.1 | 46.9 |
| S4 | 14.3 | 7.1 | 49.5 |
| Overall | 17.0 | 9.2 | 54.0 |

[View Figure 3.17](#Figure3_17)

1. Due to the differing standard rates, number of job seekers per transaction and duration of each transaction, a perfect relationship is not possible. [↑](#footnote-ref-1)
2. If reverse marketing is an effective intervention, the effect should occur shortly after the event has taken place, such as within a month’s time. [↑](#footnote-ref-2)