

Task Squad: an Evaluation

March 2016

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1. Executive summary

This report presents the findings of a Nesta and Nominet Trust-funded evaluation of vInspired's Task Squad, from the period between March 2015 and March 2016. The evaluation considers Task Squad's impact and process journey for young people and employers as well as providing insight into Task Squad's internal operations. The report makes recommendations for further development of the model.

Young people 18-25 are disproportionately affected by unemployment in the UK, with approximately 625,000 unemployed¹. Task Squad, launched in April 2013, is an innovation programme embedded in vInspired that is designed to support the employment needs of such young people. Task Squad does this through a supporting those with **volunteer experience into employment including the completion of short-term paid work, known as tasks, via an online portal**. Task Squad's business model looks to build on the assets of vInspired, such as its database of young people with volunteering experience, to work one-to-one with them to improve their work-readiness.

The skills young people gain through volunteering are a significant component of understanding Task Squad's business model. The **aim of volunteering is to give participants new experiences, working with different groups in their community whilst building skills for life**. In practice, this means that young people receive valuable experience in areas such as administration and customer service to build skills including time management, interpersonal relationships and self-management. vInspired looks to enable young people to take their volunteer skills and supports them into short-term employment by packaging their volunteer experience as an asset for employers.

Task Squad has been set up by vInspired to build on its experience as a social business. By embedding Task Squad in the charity's operations, vInspired is seeking to achieve the following from Task Squad:

- A demonstration of the value of volunteering in accessing employment
- The provision of an innovative recruitment/temping service to employers
- An opportunity to reinvest profits and funding back in to the charity

¹ CBI Labour Market Update, December 2015,



Evaluation context

This evaluation was commissioned approximately 18 months into Task Squad's operation and was considered to be at an early stage of the start-up programme development. As such, many processes, resources, and operations within Task Squad have changed throughout the evaluation period.

vInspired have supported Task Squad during this start-up period by investing staff time to develop, incubate, and operate the service, providing designated office space to the programme team, and promoting the service through its volunteering products. This was done to ensure a level of stability of Task Squad whilst encouraging trialling and experimenting new processes, in keeping with the lean start-up innovation model.

During Task Squad's history, the programme has witnessed significant increases in young people committing to Task Squad and registering with the service. Registration data from the beginning of the service shows that 150% more young people committed to Task Squad in 2014 than they did in 2013 with a further 260% increase in 2015.

About the Evaluation

The specific research questions that were set to drive the work of this evaluation reflect that this is mainly a process study, supporting internal capacity to better understand longer term impact. They are:

1. In what ways does the vInspired Task Squad programme **enable young people to be better able to secure employment**, or engage in appropriate work experience, following on from volunteer activity?
2. How, and in what ways, does Task Squad **utilise and emphasise technology to connect young people** with volunteer and paid-short-term work opportunities?
3. How does Task Squad **satisfy the needs of employers** and influence their recruitment practices?
4. How can Task Squad **create systems to understand the extent to which the service offers meaningful additionality** to the job-search and employment process for young people and what robust evidence-gathering tools can Task Squad incorporate to support future growth and development?

In recognition of Task Squad's ongoing development, an approach to the impact findings was developed that takes into account ongoing changes to the service whilst acknowledging the desire to build in data collection tools. These tools are easy for service delivery to implement, can adapt and flex as needed, and begin to understand the impact journey of young people as they move into the world of work

To capture this, the evaluation utilised the **Impetus-PEF Ready-to-Work framework**.



The framework was used to structure the measurement of core, employability competencies.² The framework identifies six essential capabilities that young people are expected to demonstrate in order to get a job. This is a clear, well respected and relevant framework that outlines competencies necessary for young people to engage in the labour market. This framework also allows for the service to focus on the areas that it may need to develop in order to improve outcomes for its candidates.

Evaluation Approach

In brief, the following methodology was undertaken:

- A review of key literature was undertaken to identify good practice around the task economy, getting young people into employment and the value of volunteering towards achieving employment;
- Qualitative face-to-face interviews were conducted with eight Task Squad and vInspired staff members;
- Qualitative interviews were conducted with nine employers.
- A combination of in-person and telephone qualitative interviews were conducted with 10 young people;
- An office site visit to Task Squad was conducted;
- An understanding of the journey users take online was considered in two phases. Initially via the website's architectural prompts. Task Squad's Google Analytics account was also reviewed. A destination goal was set up to measure users who register after viewing a task.
- A second round of interviews with 11 young people was undertaken towards the end of the evaluation period;
- A review of Task Squad's Theory of Change was undertaken to understand the aims, activities and assumptions in the service;
- A pre and post survey was used to test for the outcomes in the Task Squad Theory of Change.

Data gathered to inform impact analysis is for the period between October 2015 and February 2016. Task Squad saw 1032 young people register with the service during this time. 188 pre-task surveys were completed whilst 15 post-task surveys were completed. The small number of completed post surveys means that the figures cannot be extrapolated to all young people that have used the service. However, this early data indicates where impact for young people may occur.

Consideration was given to advising Task Squad in terms of being able to measure its impact at Nesta's Level 2 Standard of Evidence³. Standard 2 shows that an organisation is gathering data that can begin to show effect of some change amongst intended beneficiaries but not evidence direct causality.

² Ready for Work. (2014). Impetus-PEF

³ Standards of Evidence. (2013). Nesta



The impact of Task Squad

In response to each of the research questions set out above, the evaluation findings can be summarised as follows.

Enabling young people to be better able to secure employment

In brief, the findings show that Task Squad assesses the volunteer experience of young people and offers tailored, one-to-one CV building support and interview preparation and advice. This support is part of the process of getting young people experience of work via short-term tasks. Tasks and ongoing Task Squad support are designed to build confidence, communication skills, interpersonal relationship skills, and self-management skills. Taken in combination, these outcomes should contribute to improvement in the overall work-readiness of young people to enable them to gain paid work experience through tasks and, ultimately, progress onto long-term employment.

Preliminary outcomes based on the triangulation of data from a pre-task survey, post-task survey, and two rounds of qualitative interviews suggest that Task Squad impacted young people the most in self-awareness and informed competencies, based on the Impetus-PEF Ready-to-Work framework.

The data gathered October 2015-February 2016 shows that young people reported an **improvement of 12% in their feelings of self-confidence**. They suggested they feel more confident through the personalised, one-to-one support provided by Task Squad staff, particularly in CV support and interview preparation. Task Squad staff encourage young people to think about their volunteering in a way that highlights the work-related skills they gained whilst carrying their passion and enthusiasm into the workplace. Young people receive ongoing support from staff throughout their Task Squad journey and will continue to improve their skills, interview prep, and confidence as they complete more tasks.

Young people reported that after completing tasks and receiving one-to-one staff support, their **communication skills improved by approximately 16%**. Young people could effectively describe their achievements to employers in interviews because of the interview practice received by Task Squad. The act of being in tasks and having to report and talk with co-workers and customers also contributed to an improvement in communication skill.

Tasks improve young people's interpersonal relationship skills by encouraging them to work in teams and with other people in a new workplace environment. Young people reported that their **interpersonal relationship skills improved by approximately 17%** once they had completed a task. Young people that are in tasks are required to engage with new people including bosses, colleagues, customers, or Task Squad staff. This experience enables them to work on their interpersonal relationship skills and understand how to talk and work with new people in a professional setting.



Young people also become better at self-management skills by being required to manage their responsibilities and time in a new environment. After completing a task, young people reported an approximately **15% improvement in their ability in self-management**.

Based on qualitative and quantitative data gathered during the course of the evaluation, with the caveat that small sample sizes cannot allow for extrapolation for all young people, the report has made the following recommendations:

- Task Squad should build up a significant data set using the tools that are now in place, and publish results on an annual basis.
- Test the areas of biggest value creation for young people against the Theory of Change for the service in the coming year to ensure that all parts of the model are servicing these impacts.

Utilising and emphasising technology to connect young people

The findings in the evaluation show that Task Squad's ongoing development of its online platform and online-based outreach (Google Adwords, Facebook paid ads) highlight a commitment to utilising and emphasising technology in ways that are accessible for young people. Data used during this evaluation suggest that young people are connecting with short-term tasks by visiting Task Squad's website and registering with the service. In that respect the report makes the following recommendations:

- Task Squad may want to iterate its paid search strategy and explore optimisation of page content to increase number of conversion from young people and employers
- Task Squad may want to use Facebook advertising more regularly as this has proven to be effective in driving conversions from young people
- Task Squad may want to conduct some longer-term AB testing on Alert content in order to identify the most effective form or words and format for driving conversion and applications. It may be possible to reveal more insight into factors affecting registration from Task Alerts by building on the analysis
- Task Squad should explore how to improve signposting and integration between TaskSquadHQ.com and vInspired.com
- Task Squad should explore partnerships with other relevant organisations to increase referrals from third party websites and look monitor the success factors related to this in more depth

Satisfying the needs of employers

In brief, the report notes that Task Squad's offer is attractive to employers by providing them with enthusiastic, work-ready young people. Employers value Task Squad's aims in utilising young people's volunteer experience and see this as aligning with their greater CSR objectives:

The evaluation used qualitative interviews to understand impact and how employers experienced Task Squad. Employers, ranging from small tech start-ups to national charities to large central government organisations, use Task Squad as a recruitment



service to fulfil short-term employment needs. Tasks are often for entry-level jobs such as admin, data entry, or customer service.

Most employers interviewed for this evaluation heard about Task Squad through a Google or online search. The next most common route was a referral from a close associate or friend of vInspired/Task Squad. This feedback suggests that Task Squad's online employer outreach, such as Google Adwords, helped employers become aware of the recruitment service. However the second most popular method, through referral, is an important part of Task Squad's awareness raising. Although this data is gathered from a small sample size, this interview data shows the reach of vInspired/Task Squad and the potential to utilise its existing network to find more employers.

Employers talked about how Task Squad gave them an opportunity to use recruitment in a way that **matched their corporate social responsibility (CSR) goals**. They believed that young people with volunteer experience and untapped skill needed a helping hand onto the employment ladder and were happy to use their company's recruitment needs to fill this need.

Employers interviewed found **Task Squad's recruitment process was easy, transparent, and straightforward** with strong staff to support them when they had questions or needed tasks filled at very short notice. They noted that Task Squad team is easy to work with and worked quickly to fulfil their recruitment needs.

Based on interviews conducted for the evaluation, with the caveat that small sample sizes cannot allow for extrapolation for all employers, the report has made the following recommendations:

- Use repeat business as a metric for impact on employers in the short term, before considering any more intrusive measures such as impact on wider recruitment or attitudes, which are hard to validate at small scales.

Creating systems to understand the extent to which the service offers meaningful additionality

Part of the evaluation involved the development of data collection tools for young people and employers. The evaluation worked with Task Squad and vInspired to identify points in the user journey where data collection would be easy to complete. Young person tools were designed with the aim of building a profile of young people whilst attempting to capture pre/post data on competencies in line with Impetus-PEF Ready-to-Work framework. Early findings suggest Task Squad impact on key personal development and life skills. Longer term data is required to look at how Task Squad supports the journey from entry level to longer term employment. The ability to understand this pattern will enable further understanding of additionality

Employer tools were not put in place during this evaluation however they have been designed to capture employer task needs and their experiences of having young people



in the workplace. It was agreed during the evaluation that these tools will be implemented at a later date.

In addition to these tools, the report makes the following recommendations in terms of process:

- As the service continues to develop, vInspired should look to resource the tailored, one-to-one support side of the work effectively (helping to support young people apply for jobs including CV development and interview preparation), as this is where both the social and financial success of the service will be created.
- vInspired should continue to look for routes to encourage more employment-motivated young people from other volunteering programmes to Task Squad.
- The 'start-up' culture should continue to be encouraged and preserved, but the team should consider the counterintuitive challenge that there may need to be changes to ensure it is maintained, as the team grows. This is particularly the case in terms of roles as success can be attributable to the strong experience and skills of individual staff members. However, staff roles need to be clearly defined for vInspired to support the development of systems and processes in order to scale up.
- vInspired should explore ways to join up vInspired Awards to with Task Squad so that the service may be better supported. For example, the vInspired Awards could allow the number of volunteering hours to be tracked and validated before they enter Task Squad. This will encourage greater data integration between user profiles and can be built upon as the service and integration with vInspired evolves.
- Task Squad should continue to utilise existing networks and connections with both Task Squad and vInspired for employers looking to build on their CSR and attract new, young people to their workplace. vInspired's significant database of employer contacts offers a valuable source of potentially new clients.

Standard 2 validation

Data gathered for this evaluation indicates that young people receive some level of benefit to their levels of confidence, work-readiness, and employment skills development from the support received through Task Squad. Based on the establishment of data collection tools that aim to measure impact and change on the young person and early findings, albeit limited in sample, suggest that Task Squad is on the path to achieving Standard 2 evidence.



2. Introduction

This document is the final report of evaluative support to vInspired's Task Squad programme between March 2015 and March 2016. The support was designed to work with the Task Squad team as they developed the service through the resource provided by the Centre for Social Action Innovation Fund (Nesta) and the Nominet Trust.

Task Squad

vInspired is the national youth volunteering charity serving young people aged 16 – 25 years old across the UK. The Task Squad programme, set up nearly three years ago, is an innovative incubation within vInspired established to take advantage of the charity's database of young people with volunteering experience. It was also intended as a means to explore new ways of raising income to support future charitable activities. The innovation process has allowed the service space and freedom to trial new processes and develop rapidly. Task Squad offers a dual benefit to vInspired in that it demonstrates the value of volunteering in accessing employment whilst offering the opportunity to reinvest funding back into the charity.

From December 2012–April 2013, Task Squad received start-up funding from Nominet Trust through the Sidekick Schools initiative to develop, build and test a prototype service. Between April 2013–October 2014, vInspired built on this work with funding from Google (as part of the Google Global Impact Award) and the Nominet Trust in order to take the platform from a minimum viable product to something that was capable of scaling, with the aim to increase the number of employers and young people active and to ensure efficient recruitment and financial processes. From October 2014 to present, Task Squad has been funded jointly by the Nominet Trust, Nesta (through the Centre for Social Action Innovation Fund) and vInspired to scale the service provided and to develop Task Squad into a fully functioning recruitment service. Since its inception, it has grown its full-staff team from one to six people.

Through its online platform, Task Squad connects young unemployed people in London and the South East aged 18-25 that have volunteering experience, with employers including small businesses, government, large events firms, charities and start-ups needing short-term resources. Task Squad uses young people's volunteering records, career interests, and passions to match them with appropriate, paid work tasks. Tasks vary in length, from 1 day to 6+ months, and encompass a breadth of roles including retail customer service, events support, data entry, office administration, and IT assistants. Through this opportunity it is intended that young people gain vital skills, access to employers and a source of income supporting transition into long-term employment or career.

Task Squad's outreach to young people and employers is achieved predominantly through online methods, such as Google Adwords, Facebook ads, and emails, known as Task Alerts, along with attendance at university career fairs for young people. Referral partners such as National Citizen Service (NCS) also serve as a useful recruitment tool for



bringing young people to the service. Task Squad primarily uses Google Adwords and face-to-face networking events to reach employers.

Task Squad staff support young people into tasks through intensive, one-to-one work on improving CVs and interview preparation via mock interviews. These support activities, whilst resource intensive, add value to the young person's experience and offer an opportunity for young people to build confidence in their skills and abilities. Ongoing support through regular phone-based check-ins are completed by staff once young people are in tasks, ensuring that any issues with the work placement are acknowledged and responded to whilst building in opportunities for practical workplace advice, such as how to get along with colleagues or managing time and work.

The continuous development and growth of Task Squad is reflected in the fact that the programme is still evolving. Internal processes to deliver Task Squad to young people and serve employers have changed over the last 18 months. Task Squad staff have shown flexibility in adapting to the market by refining processes to suit the needs of employers and candidates. There is a clear desire to maintain start-up ethos and lean growth measures alongside a need to deliver outcomes with finite resources alongside the aim of expanding the service across the UK in the future.

Research needs

This evaluation was intended to focus mainly on Task Squad's processes, supporting the programme's internal capacity to better understand its impact in the long term. This focus is reflected in the specific research questions set:

5. In what ways does the vInspired Task Squad programme enable young people to be better able to secure employment, or engage in appropriate work experience, following on from volunteer activity?
6. How, and in what ways, does Task Squad utilise and emphasise technology to connect young people with volunteer and paid-short-term work opportunities?
7. How does Task Squad satisfy the needs of employers and influence their recruitment practices?
8. How can Task Squad create systems to understand the extent to which the service offers meaningful additionality to the job-search and employment process for young people and what robust evidence-gathering tools can Task Squad incorporate to support future growth and development?

Approach to understanding Task Squad

Interviews, data analysis, and a review of key organisational documents have allowed the evaluation to clarify what Task Squad is trying to achieve.

Various assumptions about the activity of young people and businesses are embedded into Task Squad's business proposition. Understanding of the service has shown that it operates within the context of the following assumptions:



- Volunteering experience gives young people valuable employment skills;
- Young people need help articulating their volunteer experience on CVs and in interviews; and
- Businesses are interested in hiring young people for roles, but want it to be easy and don't always value volunteering.



3. Methodology

The methodology was designed with a mixture of qualitative, process approaches, and quantitative measures aimed at testing Task Squad’s assumptions and outcomes in the Theory of Change (see Section 1 of the Appendices). These methods looked to test the extent of the impact of the service on young people’s behaviours and attitudes, as this was deemed most relevant and most important to the service.

Outcomes for employers (referred to as ‘clients’), such as an increased likelihood of recruiting young people and incorporating the value of volunteering into recruitment practices, were tested through qualitative interviews; however, due to a clear need to focus resources, employer impact measures were drafted but not yet implemented. The research team noted that they could be included in data collection at a future date.

The research methods enabled the development of an understanding of how Task Squad is used by young people and how the staff could utilise existing information in a way that contributes to their recruitment offer. Research methods for employers tested assumptions embedded in Task Squad’s business proposition, and also contributed to an understanding of how to adapt the intervention’s Theory of Change to include impact on employers.

Literature and best practices review

A rapid-review of key literature was undertaken to identify good practice around the task economy, getting young people into employment, and the value of volunteering toward achieving employment, to identify prominent themes from which to develop a wider framework for the evaluation. The review enabled an understanding of the wider context of the connection between young people, volunteering, and employment and provided useful information from which to assess the intervention, particularly in terms of useful frameworks for considering the value of the service.

Staff interviews (8)

Qualitative face-to-face interviews were conducted with eight Task Squad and vInspired staff members, using a semi-structured topic guide designed by the research team. Staff members interviewed had a variety of roles from corporate direction, strategic management of the programme to operational activities. The interviews were designed to provide comprehensive understanding of the Task Squad programme including overarching objectives, method of delivery, processes, successes and challenges of the programme so far.

The interviews were recorded to ensure accuracy of data collection, and were fully transcribed. They were thematically analysed to draw out key themes, similarities and differences, success and challenges of the programme so far. The findings provided useful insight into the overall understanding of the programme, which were presented to Task Squad, vInspired and Nesta at the interim reporting workshop.



A detailed copy of topic guides used in this evaluation can be found in Section 3 of the Appendices.

Employer interviews (9)

Qualitative interviews were conducted with employers using Task Squad’s service. These were undertaken using a semi-structured topic guide designed by the research team and took place via telephone. Interviewees were randomly sampled from the existing list of employers. Employers were assigned a number (1 through 9) and an online number generator was used to identify employers to invite to interview. Task Squad provided contact details for the employers and the researchers contacted the participants directly whilst seeking informed consent to participate in an interview. The interviews were recorded for accuracy of data collection and transcribed. They were then analysed thematically to draw out key issues about the reasons for using Task Squad as a recruitment service, their experience of Task Squadders as employees, and successes and challenges of the programme so far.

A detailed copy of topic guides used in this evaluation can be found in Section 4 of the Appendices.

First round interviews with young people (10)

A combination of in-person and telephone qualitative interviews were conducted with young people. Interviewees were randomly sampled from a list of all young people that had registered with Task Squad. Task Squad sent out an email, drafted by Renaissi, to introduce the evaluation and request a response from those interested in participating in an interview. The groups of interviewees included those that were currently active in Task Squad and had completed tasks, currently active in Task Squad and had not completed tasks, currently inactive in Task Squad and had found employment (full-time or part-time), and currently inactive in Task Squad and had not found employment. Young people were assigned a number (1 through 10) and an online number generator was used to identify a sample to invite to interview.

The aim of the interviews was to understand the broad range of experiences of those young people who had some level of engagement with the service. Task Squad staff identified interviewees and for some, arranged the interview times. Task Squad also hosted the in-person interviews as their offices were deemed a comfortable, familiar environment for young people.

The findings will potentially be skewed towards those with a close, positive relationship with the programme or those who share certain qualities, as only those young people that responded to the email were interviewed. Therefore, findings from this small sample must be treated with caution taking care not to over-generalize the outcomes to a wider group of Task Squad registrants.

The interviews were recorded and transcribed to ensure accuracy of data collection. The data were coded according to the demographics of the participants, their education level, sex, and employment circumstances. The data were thematically analysed



according to the reasons young people used Task Squad, their experience of the user journey, communication, and challenges and successes.

A detailed copy of topic guides used in this evaluation can be found in Section 5 of the Appendices.

In-office observation

An office site visit to Task Squad was conducted to observe the process of the ID check methods used by staff as a requirement for legal employment as well as to conduct an informal interview. This method enabled the evaluation to establish how Task Squad staff engages with young people in person and how much resource is allocated to this during a typical day. This also allowed the evaluation to note any challenges with the ID check.

A detailed outline of the in-office observation tool used in this evaluation can be found in Section 9 of the Appendices.

Online metrics review

A methodical understanding of the journey users take online was built in two phases. Initially the journey online was mapped by following the Task Squad website's architectural prompts and opportunities in the user interface aimed at both employers and young people. For young people, the journey went from the homepage through the registration process and, as a registered user, that of applying for a task. The journey included responding to automated email prompts, such as account confirmation emails, and signing up for Task Alerts. The employer's journey went to the end point of completing an expression of interest (EOI) form to generate a call-back from the Task Squad employer engagement team. This process enabled an understanding of users' journeys through the site and identified potential barriers to their ability to complete key stages necessary for their conversion as either a registered Tasker or an employer submitting a complete EOI.

Task Squad's Google Analytics account was also reviewed in order to examine the extent to which users' actual journeys reflected those which the site's design seemed to intend, and identify potential barriers to enrolment. Examination of the relative performance of Task Squad's acquisition channels was also conducted.

To explore the relationship between Task Squad's Task Alert emails, which advertise current tasks young people who have signed up to receive them, and user registration, a destination goal was set up to measure users who register after viewing a task. This was then applied to the Returning UK users segment and all acquisition sources apart from Task Alerts were filtered out. Next, the number of Task Alerts sent each month between June and February (the period for which Alert data was available) was counted, as well as the number of different tasks sent each month. Finally, tasks in the two months which saw the greatest number of sessions and goal completions (September and October) as well as the month which saw high conversions despite a low number of alerts sent (July) were categorised by type, employer type, location, salary and duration.



The intention was to see whether any trends emerged related to these factors which could explain the higher numbers of conversions.

The online analysis enabled the evaluation to suggest a set of proxy metrics to help understand Task Squad's impact. These metrics are proxies because by themselves, they cannot indicate anything conclusive about Task Squad's impact. Rather, by monitoring the site's performance as well as that of Task Squad's marketing strategy, the metrics can identify the effectiveness of key marketing tools in supporting the achievement of Task Squad's social outcomes, and where they might be iterated to further these objectives more effectively.

Second round of interviews with young people (11)

A second round of interviews with young people was undertaken toward the end of the evaluation period with the aim of exploring the full Task Squad user journey, from hearing about Task Squad to completing a task and finding employment. These interviews were used to test the assumptions in the user journey and build up case studies. Mixtures of in-person and telephone qualitative interviews were conducted with young people. They were sampled from a list of all young people that had completed the Task Squad journey from registration to task completion. The groups of interviewees included those that had completed a task and were currently in temporary/short term employment, those that had completed a task and were currently in permanent employment, and those that had completed more than one task and were currently in permanent employment. The research team were unable to speak to any young people that had completed more than one task and were currently in temporary/short term employment.

Task Squad staff randomly identified interviewees based on their database of those young people that had completed at least one task and were in long-term employment. Task Squad staff also arranged the interview times and hosted the in-person interviews, as their offices were deemed as a comfortable, familiar environment for young people.

The interviews were recorded and transcribed to ensure accuracy of data collection. The data were coded according to the demographics of the participants, their education level, sex, and employment circumstances. The data were thematically analysed by current employment status, service experience, skills gained, impact on soft skills such as motivation and confidence, and the Impetus-PEF Ready-to-Work competencies.

The findings will potentially be skewed towards those with a close, positive relationship with the programme or those who share certain qualities, as only those young people that responded to the email were interviewed. Therefore, must treat the findings from this small sample with caution taking care not to over-generalize the outcomes to a wider group of Task Squad registrants.

A detailed copy of topic guides used in this evaluation can be found in Section 6 of the Appendices.



Theory of Change revision

The evaluation critically reviewed Task Squad's Theory of Change in order to understand the aims, activities, and assumptions of the service. Each outcome and aim was reviewed to understand what assumptions are made of employers, young people and Task Squad staff, and the challenges to service delivery. This review informed the topic guides for interviews with staff, employers, and young people.

A detailed copy of the original Theory of Change and adapted Theory of Change can be found in Sections 1 and 2 respectively in the Appendices.

Data collection tool development

A pre and post survey was designed to test for the outcomes in the Task Squad Theory of Change. The survey was designed to collect quantitative data from both young people and employers on entry and completion of tasks. However, it was determined with vInspired/Task Squad that an employer survey would not be possible to implement considering resource constraints. This decision was accepted by Renaisi, Nesta, and the Nominet Trust.

For young people, the pre-task survey incorporated questions regarding their route to Task Squad, demographics, sector interests, skills and abilities, and employment preferences. The post-task survey incorporated questions regarding their application, skills and abilities development, and competency change.

The pre-task survey was given to young people during the registration stage, after an ID check and informal interview with Task Squad staff, and recommended to be completed before the start of a task. Surveys could be completed online or in person. The post-task survey was given to young people upon task completion. The surveys were implemented into the programme by working collaboratively with the Task Squad team to try and ensure that the time to complete the surveys was as minimal and unobtrusive as possible.

Data were collected over a period of five months from October 2015 to February 2016. The data were analysed using Excel to assess the changes in responses.

A detailed copy of the Young Person and Employer data tools can be found in Sections 7 and 8 respectively in the Appendices.

Data analysis

A limited amount of survey data was available during the data collection period (October 2015-February 2016). The approach to survey data analysis was focused on calculating overall averages for particular questions asked in the pre-task and post-task surveys, rather than tracking a young person's individual recorded scores. This approach was agreed with Task Squad as this will offer a larger grouping of datasets whilst also reflecting the challenges of a small sample size and the method of data collection. These challenges include young people self-assessing their skill in an environment where they



are pitching themselves as suitable candidates for work. A discussion of the challenges can be found in the Limitations section of this report.

Level 2 Standard of Evidence

The aim of this evaluation was to design robust measures to enable the creation of measures and tools to ensure that Task Squad will in future be able to measure its impact at a Nesta Level 2 Standard of Evidence.⁴ Level 2 shows that an organisation is gathering data that can begin to show the effect of some change amongst intended beneficiaries, but does not provide evidence of direct causality.

Limitations to evaluation findings

It is important to acknowledge the limitations of the findings highlighted by offering an understanding of what the methodology was able to accomplish given practical restrictions.

Interviews with employers and both rounds of interviews with young people were randomly selected, however randomisation and selection was done by Task Squad staff. The findings gathered during the interviews may be susceptible to the bias that only those young people with a positive experience of Task Squad will have agreed to an interview.

The data analysis that is presented in this report is based on a relatively small sample, given that many of the young people are either currently in a task or were not able to complete the pre/post surveys. An additional challenge to the data analysis is the inherent nature of self-selection among young people completing a survey. There is a potential for young people to overestimate their skills, experience, and confidence in the pre-task survey. Young people wanting to get a job through Task Squad may want to make sure they are seen in a positive light to get the job leading to scores that are higher than actual. This challenges claims on impact as reported data may not be truly representative of a young person's skill, experience, and/or confidence. This challenge is common to any methodological approach which relies on self-reporting without being able to objectively verify these data.

The impact analysis is based on a limited set of pre-task and post-task questions. Therefore the research team want to note that any statistical claim should be treated with caution and findings should be considered alongside qualitative insight until the Task Squad data set is larger.

The approach also gives a significant number of lean and easy to use metrics which tell a strong story about the process that Task Squad is creating, and the ways in which young people are moving through it. It will be important to track the data collection and use the tools to refine the ways in which Task Squad is amending and developing its model in future.

⁴ Standards of Evidence. (2013). Nesta



No quantitative data, such as outcomes for young people that are no longer active on Task Squad, currently exists to test assumptions about the outcomes of those young people that have exited the intervention. The implication of the data gap is that Task Squad is unaware of the employment status of those exited users and cannot verify that short-term work experience aided long-term employment aspirations.



4. Literature review

Very little literature exists that addresses the ‘small-task’ economy particularly in regard to young people. It is not known, for example, whether and in what ways motivations for engaging with this economy differ, what people want to gain from it, and whether support mechanisms are best designed in a way that is similar to traditional into work support.

There is a considerable amount of academic literature that documents the volunteer experience as beneficial to gaining employment for young people, but it remains difficult to assess the quantity and quality of volunteering that will help a young person attain work.⁵ Literature on people failing to gain work experience early in their working lives uncovered implications for mental health, such as depression or anxiety. Lack of work experience was also deemed a significant barrier for career⁶ growth and social development⁷, sometimes resulting in lack of career mobility and social exclusion respectively.

Considering the dearth of relevant literature in one side of the Task Squad model, but the wealth of information on the other, the focus of the review shifted to existing evidence bases that would allow the work of Task Squad to be measured against external comparators. The limited literature available meant that assumptions in the Theory of Change could not be validated nor could it inform the framework to the evaluation.

Impetus-PEF Ready-to-Work framework

In crafting the data collection measures, a framework was needed for understanding how Task Squad is developing the competencies that young people need to achieve the ultimate outcome identified in the Theory of Change – entering into longer-term employment. The **Ready-to-Work framework by Impetus-PEF** was used to structure the measurement of core, employability competencies.⁸ This is a clear, well respected and relevant framework that outlines competencies necessary for young people to engage in the labour market. This framework also allows for the service to focus on the areas that it may need to develop in order to improve outcomes for its candidates.

⁵ Volunteering is the Business. (2010). V/Vresearch

⁶ Cole, K., Daly, A. and Mak, A. (2009). Good for the soul: The relationship between work, wellbeing and psychological capital. *The Journal of Socio-Economics*, 38(3), pp.464-474.

⁷ Bardasi, E. and Francesconi, M. (2004). The impact of atypical employment on individual wellbeing: evidence from a panel of British workers. *Social Science & Medicine*, 58(9), pp.1671-1688.

⁸ Ready for Work. (2014). Impetus-PEF



The framework identifies six essential capabilities that young people are expected to demonstrate in order to get a job. A summary of the six capabilities that are required by young people is below:

- **Self-aware** – takes responsibility for self, recognises strengths and weaknesses
- **Receptive** – willing to address weaknesses, takes on feedback and advice, open-minded and patient
- **Driven** – displays a positive attitude, applies oneself consistently, punctual and well-organised
- **Self-assured** – has good levels of self-esteem, willing to ask questions, can work independently and displays physical signs of self-esteem
- **Resilient** – copes with rejection and set-backs, learns from mistakes and determined to overcome obstacles
- **Informed** – has an understanding of the job market, able to search for job vacancies and does background research, well-presented and knows office etiquette, able to describe CV and achievements

Impetus-PEF has added a layer of granularity to the framework by incorporating three stages of development – **Emerging-Developing-Established**. This attempts to capture the status and movement of young people within the individual capabilities to reflect young people that have varying degrees of strength and ability within the competency.



5. Task Squad experience: young people

This section of the report details the process, impact, and experience of Task Squad of the young people that have engaged in the programme. It identifies where value lay in the journey and the types of benefits that young people receive from using Task Squad.

Task Squadders

Between March 2013 and February 2016 3,434 young people have registered with Task Squad in total.

During this period, **Task Squad has supported 359 applicants into 243 task opportunities offered by 69 companies**. There are more applicants supported than task opportunities because some tasks have multiple roles available within the same offer. For example, the Salvation Army may post one task opportunity that offers 10 cashier roles, however this is treated as one task overall.

Survey completion rates

Quantitative data were collected from young people over a four month period between October 2015 and February 2016. The pre-task and post-task survey tools are voluntary, however young people are encouraged to complete the surveys by staff.

Quantitative data on young people are collected at the following touchpoints:

- a) Pre-task (before the beginning of a task but after ID check)
- b) Post-task (once a task has been completed)

Survey completions

During the evaluation period, from October 2015 to February 2016, registration data showed a total of 1032 young people registered with Task Squad. The total number of survey completions, for the same period, by the 1032 young people is:

- a) Pre-task survey: 188 completions
- b) Post-task survey: 15 completions

Based on the number of registrations, pre-task survey responses represent a completion rate of 18%. Out of the number of pre-task survey completions, the post-task survey responses represent a completion rate of 8%.

188 pre-task surveys have been completed between October 2015 and the end of February 2016. The data collected from these surveys offer a snapshot view of the highest level of educational qualifications achieved by the Task Squad cohort. At the time of registration:

- 40% of users had achieved a degree
- 31% of users had achieved A-levels
- 10% of users had achieved GCSE's
- 5% of users had achieved a post-graduate degree



- 3% of users had achieved an NVQ
- 11% of users did not respond or left the field blank

The education data suggests that the majority of young people coming to Task Squad have a level of education that is at A-Level and above, indicating Task Squad is attracting those with strong educational backgrounds who are looking to secure better employment for the development of a career, rather than disengaged or educationally disadvantaged young people.

Young people’s journey through Task Squad

The qualitative work and variety of interview sets for this study has identified a clear user journey for all young people who take part in Task Squad. This journey can be defined in nine steps.

It is important to note that young people will cycle through certain stages of the journey more than once. This reflects the multiple tasks completed by some young people. The user journey map below offers an understanding of how the young person travels through the service.

The diagram highlights the Task Squad intervention in green to note its operation outside of the traditional vInspired operation. Stages 5-7 have been visually enlarged to reflect their importance as repeated tasks, of resource allocation by the Task Squad team, and of value added by Task Squad staff in supporting a young person during their user journey.

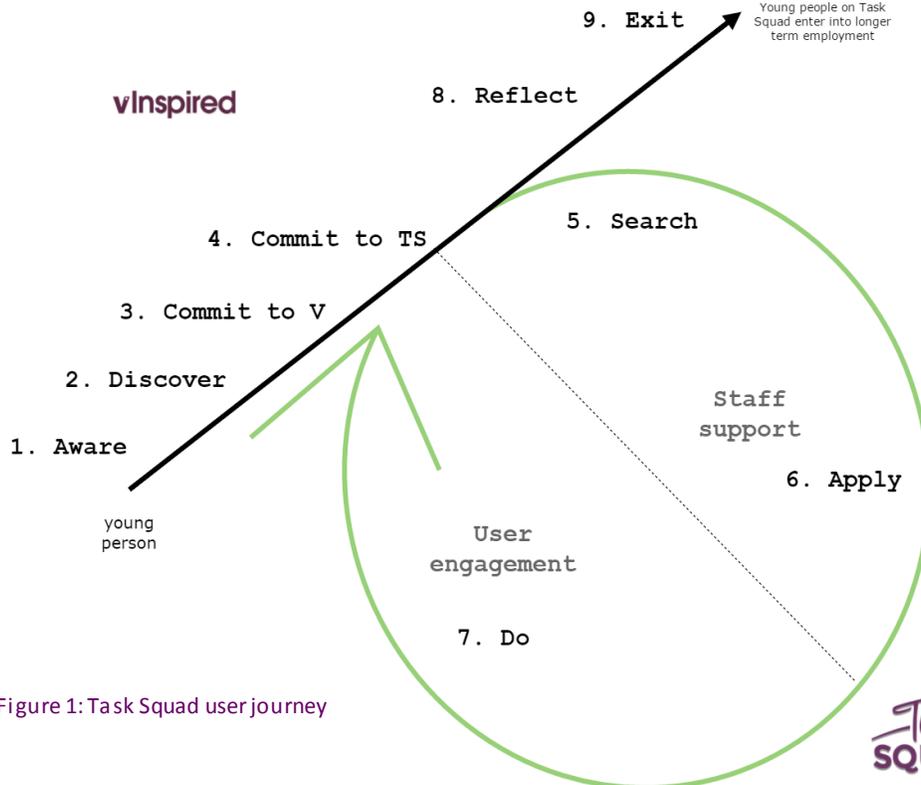


Figure 1: Task Squad user journey



Aware

The awareness stage is the point at which a person becomes aware of Task Squad as a concept and a product. It happens before they get to the site, and is defined by the recognition of the service. It is crucial for the Task Squad team to build and maintain awareness of Task Squad to drive young people to its service and to achieve scale. For this reason, it is important to understand which awareness methods are effective, and whether different awareness routes influence levels of engagement with the service.

Based on online registration data, most young people state that they hear about Task Squad through a Google or online search, from vInspired or via another young person.

How did young people hear about Task Squad?

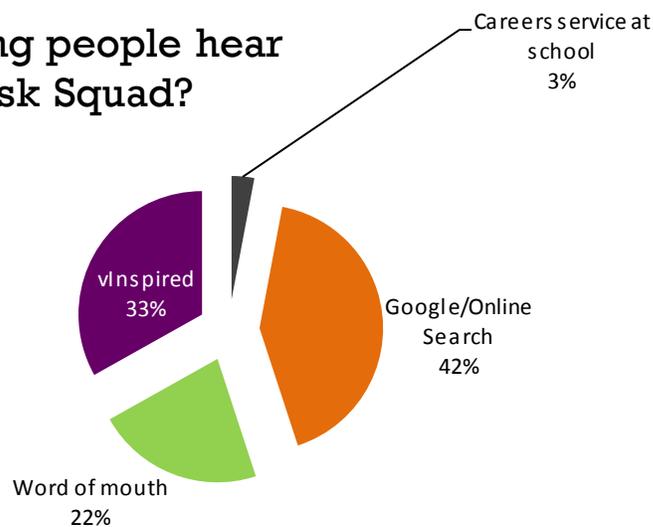


Figure 2 - Awareness routes

“My friend...found a job specification for one of their tasks and she sent it to me and thought I might be interested.”

“I applied for TeamV first and then I heard about Task Squad.”

“Came across it on my job hunt via a search engine.”

The first round of young people interviewed reiterated these three primary awareness categories. They also indicated other reasons for becoming aware of Task Squad: they were either volunteering initially with vInspired and wanted to continue on the vInspired journey, or were looking for jobs online.



Online awareness

Paid-for online acquisition sources

Task Squad uses a range of paid-for digital marketing methods to drive young people and employers to the site. This appears to be how the majority of people online - both young people and employers - become aware of Task Squad.

The most effective of these methods is Google Adwords, which ensures prominence for Task Squad among Google search results for specific keywords. This has accounted for nearly half (20,929) of total new users who have visited the site (51,513). Google Adwords is also the source of the most new users who become warm leads, by signing-up for Task Squad as a potential Tasker (518 have completed a goal set up in Google Analytics to measure registrations by young people). This means that Task Squad's Google Adwords strategy is effective in building awareness online among potential new young users of its service, but is less effective in acquiring young people who register on Task Squad. Nonetheless, it remains the channel by which the majority of user registrations are achieved.

Other paid sources

Task Squad also occasionally uses Facebook advertising to build awareness among young people at key times of supply and demand, such as during the Reading and Leeds festivals. While not implemented throughout the year, this is nonetheless an effective acquisition tool. For example, in an eight-day period in August, Facebook advertising attracted 1,123 new users to the site, of whom 50 completed the user registration goal.

Direct traffic

Task Squad has received its second largest share of new visitors (10,250) directly – that is, from users who have typed the URL into their browser, or clicked a link in a PDF. Of these, 232 completed the registration goal. Although inconclusive (for example, this could be the result of users accessing the site more than once but on different devices), this suggests that Task Squad's non-digital marketing approaches, such as distribution of marketing collateral and word of mouth, are effective.

Social channels

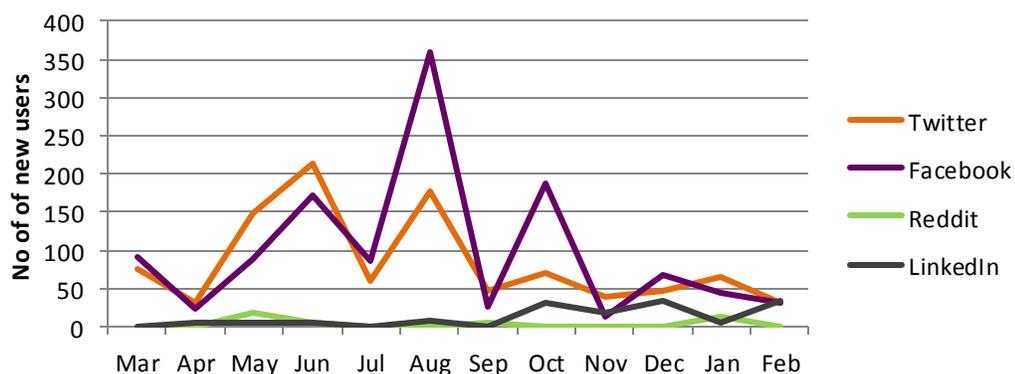


Figure 3 – social channel users



Task Squad also uses a Twitter account (since 2013) and more recently, a Facebook page (since early 2016) to raise awareness among and engage with young people. Both of these are regularly updated with engaging content aimed at young people. This is functioning as an acquisition approach, although relatively modestly in comparison with its paid-for digital marketing approaches (attracting 2,201 new users between them). However, Twitter activity does not appear to have directly resulted in many conversions in terms of new user registrations (just eight in the evaluation period). This suggests the value of Twitter to Task Squad currently is as a low-cost tool for raising and maintaining awareness and profile of Task Squad, rather than as a direct acquisition tool. Registrations from Facebook have persisted, in relatively low numbers, throughout the evaluation period, however, suggesting that Task Squad's recently-launched Facebook page has potential for driving conversions.

Referrals

Referral traffic is that which arrives via a third-party website. Task Squad has received 1,388 new visitors from the National Citizenship Service's (NCS) website, ncsy.es.co.uk and its opportunity hub, opportunityhub.ncsy.es.co.uk, for NCS graduates. Clustered around two periods in the year – August-October and January, the former of these two periods of activity appears to be linked to a blog post, www.ncsy.es.co.uk/themix/paid-work-internships. Posted 25 August, activity peaked on 10 October, with 980 new users in total and 14 new user registrations. This suggests that there is good acquisition potential for Task Squad in identifying popular, relevant third-party websites on which to target relevant content.

Referrals from vInspired

vInspired's website and its marketing channels are also means of raising awareness of Task Squad among young people. Given the close relationship between the services and their integration, they each have good potential to drive young people to the other. It is not straightforward to draw firm conclusions about the extent to which vInspired supports the initiation of young people's Task Squad journeys from the online data. This is because, while the two sites are interdependent, with prospective Task Squad users having to create an account with vinspired.com in order to access Task Squad, it is not currently possible to track online behaviour between them. In addition, while the registration process on vinspired.com is simple, users who take more than 30 minutes to complete it before returning to Task Squad are considered in Google Analytics to be returning, rather than new visitors – even if this was the first time they had become aware of Task Squad.

During the evaluation period, 690 new users reached the Task Squad site from vInspired's website and marketing channels, such as its newsletters. Of these, vInspired's newsletter delivered the greatest number of new users, with 588. In comparison, 49 new users appear to have been referred from vinspired.com. This may mean that there are opportunities to build additional signposting into vinspired.com to enable Task Squad to access a greater share of job-ready young people who visit the former website.



Task Squad blog

Task Squad's blog provides an opportunity to attract young people to the site by providing content of value to them, such as advice and guidance related to aspects of finding and securing a job. This content can then be shared via Task Squad's social media channels and email campaigns.

Overall, the blog has performed modestly as an organic awareness tool – that is, by users who search for related keywords in Google's search engine and discover a blog among the list of results displayed (see Table 1). The blog which has generated the most organic visits by new users is one that provides advice on how to write a personal statement (68 new users) – however, most of these users appear to leave the site quickly without interacting further. This may suggest that Task Squad's blog content can be optimised in order to increase its value as an acquisition tool.

Source of acquisition to blog	# new users
Google search	134
Twitter	108
Facebook	53

Table 1 – Sources of acquisition to Task Squad blog



Discover

During the discover stage, young people find out more about Task Squad's offer. It is defined as a user engaging with the site. They may have arrived there for a variety of reasons, including actively searching for work, or simply to find out more about Task Squad.

“For a while early on it was a dormant website. The website only got more active recently and it's only been recent they've been posting more tasks.”

First and second round interviews with young people that have used and/or are using Task Squad currently indicate that they discover more about the service via the website. Young people highlighted that the vInspired and Task Squad websites serve as the primary vehicles for their discovery of the service.

Online discovery

Analysis of Google Analytics data indicates that the Home and Find Task pages are critical to most users' discovery. This is likely because most young people that come to Task Squad are looking for work and appear to need little encouragement to progress to the next stage of the journey. However, it is also positive for Task Squad in that it suggests the online architecture is functioning well at this stage.

Young people interviewed in the first round said that the website was easy to use and that this was a key attraction of the service. They trusted the site to be up-to-date with task opportunities and knew it would provide them with the information they needed.

“I've been quite proactive... maybe I'll go check [Task Squad] website. And if it's a junior level they'll post that on the website.”

Website evolution

The Task Squad website has gone through a period of change as the service has adapted to its environment. Young people that participated early on in Task Squad noted that the website was simpler yet lacked continuous updates of information. However, these same young people acknowledged that the website had vastly improved over the course of their experience and reported that Task Squad had been posting

more recent tasks. The volume of tasks on the site is an important part of discovery.

A key indicator of young people discovering and learning more about Task Squad is analysis of online bounce rates. A bounce rate is a data point indicating a visitor who leaves the site from a page without viewing another page, having viewed only that page. A high bounce rate suggests that the page they landed on did not meet their expectations.

The pages which experience the greatest volume of traffic are the homepage (33,385 page views), Find Task page (38,104 page views) and Hire staff page (24,595). This is



understandable in that they represent the start of many users' journeys – young people new to the site begin their journey on the homepage, while those already familiar with it do so on the Find task page in order to locate tasks; and the Hire staff page is targeted at employers through Task Squad's Adword campaigns. For this reason, the bounce rates of these pages were measured to help understand their effectiveness.

Figure 4, below, highlights the bounce rate data from March 2015 to the end of February 2016.

The homepage bounce rate is consistently low (0.05% on average), indicating a high success rate for moving young people further along the journey. The bounce rates of the Hire staff and Find tasks pages rise to an average for the evaluation period to 73% and 60% respectively. This data indicates that there is room to further optimise these pages in order to support Task Squad's potential audience further along the journey.

Insight into homepage bounce rates should not yet be treated as conclusive as a number of variables will affect the bounce rates, such as whether information is easy to access and the quality of navigation. The early data gathered for the evaluation should be used as an indication of when activity happens and through which pages.

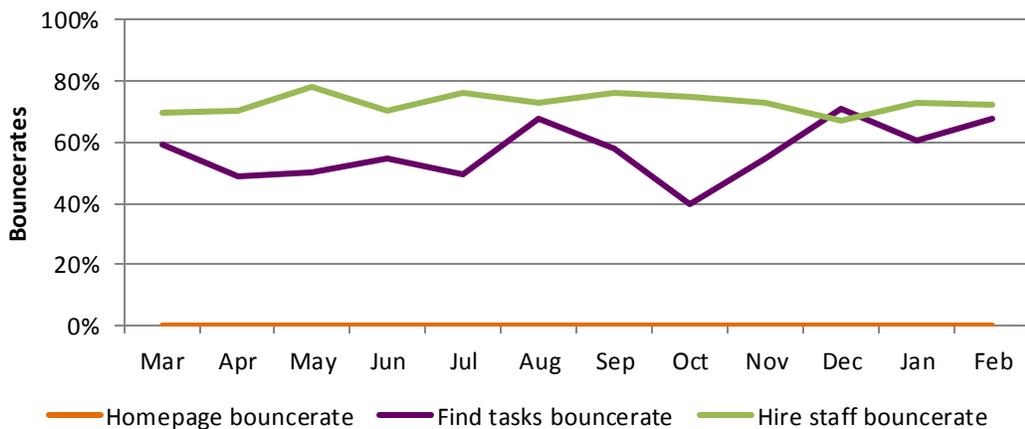


Figure 4 – Bounce-rates

Discovering Task Squad rapidly follows the Awareness stage. Information is drawn entirely from online metrics measuring presence, use, and content. The Task Squad webpage is an important acquisition measure for the team.



Commit to V

The Commit to V stage is the journey point where young people choose to engage with vInspired and/or commit to the requirement to volunteer.

The Task Squad model is based on bringing young people with volunteering experience to Task Squad and building on that volunteering experience to help them gain work. In order to access Task Squad opportunities, young people must either already have or register for a 'vPass' or user profile on vInspired's site, to which they must add hours of volunteering they have completed either through vInspired or independently.

I think once I did all my volunteering, I think I knew more what I wanted to do... it gave me some of the skills like admin and office skills. And I sort of learnt that I was a lot more capable than I thought I was... I guess it gave me confidence.

First round interviews with young people challenged this assumption and suggested that some young people commit to Task Squad without previous knowledge of vInspired. These young people then commit to volunteering after their commitment to Task Squad. This alternative route to vInspired suggests that young people are attracted to the Task Squad offer and will fulfil volunteering obligations in order to access the service. This finding is supported by the online data provided at the 'Awareness' stage above.

All young people interviewed over the course of the evaluation expressed a range of commitment to volunteering. Some young people completed 5-10 hours in total, however the majority of young people interviewed completed 100+ hours of volunteering over a period of months or years. vInspired is currently in the process of assessing internal mechanisms to record volunteering hours so that profile data on volunteering experience can be connected to a young person's Task Squad profile. Accurate recording of volunteering hours will be important to the process testing assumptions of both the business model and the Theory of Change.

Volunteering and building skill development

9 out of 11 young people that participated in the interviews who were registered with Task Squad and had completed tasks noted that volunteering had enabled them to develop their practical skills and competencies which helped them get tasks. The available data does not indicate the hours volunteered for young people that successfully completed tasks, however this is something that would be recommended to be built upon as the service and integration with vInspired evolves.

20 of the 21 young people interviewed indicated that volunteering helped improve their work-readiness and skill development by giving them experience in work-related activities. For example, young people whose volunteering included talking on the phone,



doing administrative work, bid writing, customer service, or general person-to-person interaction in a professional environment felt that this experience helped them compete for tasks and perform well whilst in the workplace. This suggests that there is a relationship between the type of volunteering experience a young person has and their suitability for tasks. Data on volunteering experience for all young people registered on Task Squad is not yet available, however this finding should be considered for future research.

The commitment to volunteering stage is endorsed by those who have experienced Task Squad, but it is clear that many who get to this point have not thought about volunteering or engaged in the user journey as designed. This highlights the importance of considering the acquisition routes for awareness and discovery.

Commit to Task Squad

This stage of the journey acknowledges the point where young people have fulfilled the volunteering requirement, registered with Task Squad, and can begin accessing the services and apply to tasks. There are three components to this stage:

- Registration process of committing to Task Squad
- Understanding a young person's motivation on why they commit to Task Squad
- Method of commitment, which is done only online

Registration and ID check

Staff support is critical. The registration and ID check are a core part of the process of finalising a young person's commitment to Task Squad.

ID checks and interviews occur at a critical juncture as young people meet staff for the first time and have semi-structured discussions. These discussions cover a wide range of data collection including age, current situation, interested roles and future aspirations, volunteer and employment experience, and referral routes.

“[ID check] went really well because before then I had no idea who I was talking to so I had a face to attach to who was calling me all the time...the environment was great and made me more confident. The girls [were] really helpful”

Young people interviewed during this evaluation spoke about the ID check in positive terms. They valued the face-to-face interaction with staff and felt that it gave them opportunities to discuss their interests, passions, and volunteer experience.



Motivation and expectations of young people

There is no quantitative data available to make broad conclusions on the motivations for all young people. However, the young people that were interviewed for first and second rounds during this evaluation indicated that their motivations to join Task Squad were to:

1. Get temporary work
2. Gain workplace experience
3. Develop interview and CV skills
4. Eventually, gain full time work

The above list was developed through thematic analysis of the first and second round interview data. This analysis, although gathered from a small sample size, suggests that young people committed to Task Squad because of the premise that the service could improve their chances of getting varied work experience. They wanted to take advantage of the temporary work opportunities that are available and gain experience to support them into full time work.

“To eventually help me get into fulltime work within a creative company and to provide me with temporary opportunities in the meantime. I like that they assist up to 25 [years old].”

Online commitment

The indicator for measuring a young person’s commitment to Task Squad is user registrations. As highlighted earlier in this report, Task Squad has registered 3,434 young people since its inception.

Figure 5, below, highlights the increase in monthly registrations over the course of Task Squad’s history, from its 2013 launch to February 2016. Taken from Task Squad’s customer relationship management database, this data suggests that monthly trends in registration remain seasonal.

Importantly, this data highlights the vast increases in young people committing to Task Squad and registering with the service since 2013. Registration data shows that 150% more young people committed to Task Squad in 2014 than they did in 2013. The same data shows that 260% more young people committed to Task Squad in 2015 than in the year previous. This represents significant increases in the number of young people that are committing to Task Squad and registering to use the service.

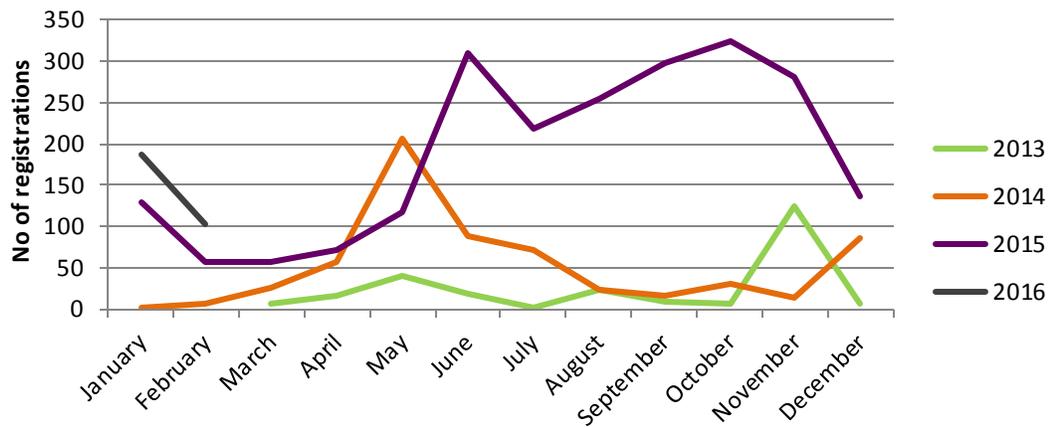


Figure 5 - TaskSquad registrations

The number of young person registrations may be affected by Task Squad and vInspired online and offline promotional efforts, such as tweets from vInspired connected to Task Squad or a vInspired/Task Squad booth at a university careers fair. The increase in the number of Task Squad staff, particularly over the last 8-10 months, may also have an effect on trends in user registrations. Therefore, any changes in registration must acknowledge ongoing outreach, marketing, and support activity about Task Squad. This data is not yet available however ongoing monitoring of Task Squad and vInspired outreach activity will help to understand the relationship between this and user registrations.

Success of registrations

It is important to understand how young people commit to Task Squad. For young people to be considered ready to work, they must not only have registered with vInspired.com, recorded their volunteering hours and achieved their vPass, but they must also have completed a profile on Task Squad which involves creating an online CV, supplying bank details and employment information. This stage of the journey therefore requires a greater commitment from them than in previous stages.

Google Analytics provides a means of gauging young people's commitment at this stage, because it enables the two phases of registration—gaining a vPass and completing a CV—to be measured. By comparing these with Task Squad's awareness channels, it is possible to gain an indication of the level of commitment of young according to the channel by which they are acquired.



Source	Completions - register	Conversion rate -register	Completions – complete CV	Conversion rate – complete CV
1. vInspired	627	1.02%	20	3.4%
2. NCS	29	1.76%	66	4.88%
3. Facebook paid advertising	122	5.38%	62	3.88%
4. Organic search	190	3.15%	79	5.92%
5. Direct	367	3.03%	183	2.25%
6. Paid search	627	1.97%	225	0.99%
7. Email	78	0.62%	37	3.22%
All channels		2.08%		5.84%

Table 2 – Registration and CV completion conversion rate by aquisition channel

During the evaluation period, 1,650 user registrations and 700 CV completions were recorded in Google Analytics, which reflects the different levels of commitment each requires. Conversion rate is the percentage of total users acquired to the site via a particular channel of complete a given goal. Because not all of the above channels were active consistently throughout the evaluation period, it is not straightforward to compare their relative efficiency in generating conversions. However, it appears that young people who became aware of the site through organic search demonstrated a high level of commitment relative to other channels. Facebook paid advertising appears to have been relatively effective both in acquiring warm leads and committed young people. The results have returned an anomaly for users from NCS, with a higher number of users completing a CV than registered. This may be because some of these users accessed Task Squad and worked on their online CVs from multiple devices. Nonetheless, if this is the case, it still demonstrates a high level of commitment among these users at this stage.

“I found it on vInspired's website, it kind of leads you to Task Squad”

Young people are committing to Task Squad through a variety of routes. Some are better for volumes of young people, and others, particularly referrals, are better at getting good conversion rates. It is clear that the model of Task Squad works in attracting young people who have an experience of volunteering, but this will only allow for an increase in scale of the service if those routes can keep up. Testing and measuring other successful, organic and direct, routes is clearly an important part of the Task Squad acquisition and sign-up mix.



Search

This stage of the journey occurs both online and offline. The majority of young people search for tasks through the website and receive news of tasks through automated Task Alerts via email. At the same time, a smaller group may be contacted by staff if their previous assessment and skill set is relevant for any upcoming tasks.

This evaluation also aimed to understand the motivations behind their traditional job searches and how it may differ from the Task Squad journey. The first section of this stage discusses the issues of motivation and confidence in job searching and the impact Task Squad had on this aspect of the journey. The second will discuss practical job searching processes, both online and offline.

“Before Task Squad I always asked what am I doing? Why am I applying? But now doing tasks and getting a job, my motivation has gone up”

Motivation

First and second round interviews with young people suggested that their motivation for job searching was often tied to their confidence or their interest in a specific field. They felt motivated to find a job if they knew what they wanted to do. However, most young people approach Task Squad in a way that suggests they are not clear on their desired career path and are more interested in sampling different sectors and roles to better define what they want to do.

Confidence

First and second round interviews with young people highlighted that they experienced an increase in confidence over the course of communicating with Task Squad and receiving the benefits of tailored CV and interview preparation work. Their previous experiences in searching for jobs left young people often feeling unmotivated and anxious about job-hunting and feeling uncertain about their CV writing and interview skills.

The role of Task Alerts in the Search phase

The Task Squad team are interested in finding out what prompts some users, who sign up to receive Task Alerts without completing the registration process, to subsequently convert. The analysis had insufficient data to reach any firm conclusions in the time available for this evaluation.

Task Alert content review revealed a high level of variation in Task Alerts in terms of information available and how tasks are described. For example, in some emails, employer name, or salary are highlighted in sub headers, but not in others; some use emotive language and adjectives (awesome, fantastic) where others use plainer language. The time period for which data is available is insufficient to identify trends. It is possible that the frequency of Task alerts and number of tasks influence young people



to register with Task Squad, but these should be measured for at least 12 months to verify this.

Interviews with young people suggest that Task Alerts are useful reminders for what tasks are coming up and what is currently available. Whilst they did not specify what content drew them to certain alerts over others, they generally found that the alerts encouraged them to check available tasks routinely.

Task searches on Task Squad website

Young people interviewed for this evaluation felt that searching for tasks on the Task Squad website was straightforward, simple, and easy to use on their viewing device.

“[Task Squad] have an email alert. I think you have to make a setting or a Task alert or sometimes they email you. It depends - if they see something that they think might appeal to you they might tell you to apply. With me I check it at least every day or every other day.”

The available data highlights an October peak in terms of online sessions originating from Task Alerts (1,261), which aligns with a corresponding spike in page views of the Find task page by returning visitors (1,958). Task Alerts provide the most user-friendly means by which young people can identify potential roles as they require little action on the part of the young person beyond the opening and reading of an email.

The peak in Find task page views in June (1,961) is not reflected in sessions by returning visitors that month (972), and June also saw the lowest number of completions of the ‘Apply for Task’ goal. The online metrics data suggests that young people in June may have started to think about work but were not yet in a position to actively search for roles. Ongoing monitoring of this data will help identify trends in page views and can help target times of the year where page views intensity.

Search is supported by a mix of online and offline activity with varying degrees of input from Task Squad staff. Young people may search for tasks on the website or through frequent Task Alerts. Interviews support the idea that communication from Task Squad drives young people to engage with the service whilst searching for tasks, endorsing the position that this is not a digital-only stage of the journey.



Apply

This stage of the young person journey is the most resource intensive part of the journey. This stage represents the area of highest value creation for young people and constitutes the core of Task Squad's staff resource. This stage has two elements that have been explored during this evaluation:

- CV support
- Interview preparation

CV support

Task Squad offers young people a tailored package of CV rebuilding advice and interview preparation to help young people improve their attractiveness to an employer. Intensive support comes in the form of one-to-one mock interviews, candidate use of the online CV builder, and discussions with the candidate to improve their CV. These services are highly valued by young people and represent key attractions for those candidates that need tailored support and attention in order to attain a job.

“I think it better helped me understand how to make the most of what I had, how to write it, and how to apply that to my personal CV as well.”

All second round interviews with young people conveyed a sense of improvement in their CV and CV writing skills. They believed that the CV advice received from staff helped highlight experiences and assets that they had previously undervalued. This includes volunteering experience that young people thought would be ignored or unappreciated by employers.

The young people interviewed for the first and second round of this evaluation came to Task Squad with a CV that was organised and laid out their experience but in a format that may not have highlighted their strongest assets, or emphasised non-relevant experience. They valued Task Squad's support for improving their CV through both the online CV builder and the one-to-one support. Young people found that their CV required minor variations and changes, but that those minor changes made the difference for them getting a job in a highly competitive employment market.

However, interviews with staff suggest a difference of perception amongst young people of their CV skill and interview preparation ability. Task Squad staff noted that young people often need significant reworking of CVs and interview preparation whilst young people interviewed in both rounds conveyed a sense that their CVs needed only minor tweaks. Ultimately, the tension between perceptions is inherent to a service that encourages young people to self-assess their ability.

First and second round interviewees noted that even though they may have had a CV already, using the online tool encouraged them to think about and clarify their volunteer experiences as an asset on a CV. Likewise, the one-to-one support that took place over the phone or in person allowed young people to explain their achievements to a staff member and, in the process, uncovered experiences or assets that may not



have occurred to them previously. Young people thought this was a valuable experience.

Interview preparation and getting through the door

First and second round interviews with young people found that the most valued aspect of Task Squad was the one-to-one help and personal guidance during interview preparation received from staff. The value of staff came through most as all young people valued the hands-on, personal approach that Task Squad staff gave them when applying for jobs. Young people felt strongly that Task Squad supported and communicated with them compared to other recruiters and regular job searches.

Value was found through the systematic feedback staff provided from applications and interviews. Interview support in the form of mock interviews and general advice contributed to a candidate's

sense of confidence during the interview process. Task Squad's support encouraged young people to approach interviews methodically and patiently so that they may better present themselves in front of an employer.

“I guess what I learned is making my CV into a small number of bullet points. They've shown me a different structure. I've gone to the workshops that they hold and they said to not put education before employment and it's good to be exposed to the thinking behind recruitment from people that have worked there.”

All of the young people interviewed as part of this research had a varied history with interviews. Some people felt they performed well in interviews and only needed small tweaks to their focus where others felt that they got much needed advice on interview preparation such as the correct posture to convey confidence, articulation of experience, and methods to slow their speech.

Interviewees conveyed in a clear sense that the interview support they received, regardless of the level of support, helped them improve their interview performance and gave them a new perspective when approaching interviews.

“The prep that they gave me ahead of the...role really helped me structure my argument to get the job.”

Online application data

Between April 2015 and February 2016, Task Squad experienced 1,585 completions of the 'apply for task' goal by new and returning visitors. The peak was October, with 242 completions. May saw the lowest number of completions with 62. The data set for this period shows a dip in completions in August however



this is not reflected in the number of sessions. This suggests that the tasks available during August did not appeal to a segment of young people; further research would be needed to uncover the reasons behind this.

Apply is the most important part of the journey for what staff do for and with young people. This finding is based on a triangulation of qualitative feedback. This stage is where the most one-to-one support occurs.

Do

This stage of the young person journey is completed offline and has no online component. Young people are expected to complete tasks and are kept in regular communication with Task Squad staff.

Regular phone-based check-ins conducted between Task Squad staff and candidates are opportunities to exchange feedback on how the young person feels in the task and if there are any issues that need to be addressed by the employer. Whilst this stage is a relatively light touch part of the young person's journey through Task Squad, it is nevertheless an important one as regular contact can address issues or problems that arise in the workplace.

Task Squad staff stay in continuous contact with candidates during the task application process and conduct regular phone call check-ins with candidates whilst they are employed in the task. Calls are weekly and/or at the completion of a task depending on the length of employment. Task Squad also maintains communication with employers for quality assurance, to manage expectations, and deal with any issues that may arise.

All young people in the first round of interviews believed that regular communication from Task Squad meant that they felt Task Squad understood them, their needs and aspirations, and could address any hesitations or nervousness around starting a task and being in the workplace.

Young people in the same interview round also indicated the attractiveness of doing tasks that offer flexibility and experience, particularly by improving their knowledge of different sectors. Young people value the service and stressed their ability to try their hand at different tasks in different fields before getting too specific into one career – this suggests that one reason young people may come to Task Squad is because they are relatively uncertain of career choices.

“They really keep in contact with you like fully often. Even if it's just to check on you they will check on you. That's what I like about it. Sometimes they might call you and say 'Oh we saw this, we have a job coming in, you might like it, do you fancy applying for it?’”



First and second round Interviews with young people highlighted that young people value the opportunity to get work experience on their CV. To most young people, this was the most important benefit of using Task Squad.

Do is where young people are learning from the experience, and benefitting from doing work. Some of them need ongoing support. The contact from staff is valued and differentiates Task Squad from other experiences for young people.

Reflect and exit

The final stages of the young person journey through Task Squad occur when they have completed tasks and have attained employment. No quantitative data, such as outcomes for young people that are no longer active on Task Squad, currently exists to test assumptions about the outcomes of those young people that have exited the intervention.

Motivation

Second round interviews with young people indicated that they had increase in motivation to pursue jobs in a desired sector. Whilst this may only apply to young people that have completed tasks in more than one sector or role, they believed that the tasks opened up their eyes to the possibilities of different fields and gave them the motivation to pursue careers in fields they may have not otherwise have considered.

Reflect occurs when a young person has completed a task and receives the post-task survey. The data collection, along with phone conversations conducted by staff after a task, give young people an opportunity to feedback on the experience through a formal structure. Data at this stage will allow for progression tracking of both the young person's skill development and impact of the Task Squad programme.

Exit only occurs when a young person has attained full-time work, ages out of the programme, or discontinues use entirely.



Impact data

This section of the young person journey explores impact upon the completion of a task. The post-task survey collects data available from March 2015 to end of February 2016. Some data, such as pre-task and post-task survey data is only available for the periods of October 2015 to end of February 2016 as that was when the measures were implemented. Pre-task and post-task surveys can be found in Section 7 of the Appendices.

Impact Measurement

The research at the beginning of the project indicated that the service prepares young people to get ready for the world of work. Therefore, the research team identified the Impetus-PEF Ready-to-Work framework as an appropriate guideline for structuring the data collection and impact measurement. This will contribute to the assessment of young person's 'work readiness' level, and understand a young person's perception of self and skills at the reflection period once a task is complete.

Survey completion rates

Quantitative data were collected from young people over a four month period between October 2015 and February 2016. The pre and post survey tools are voluntary however young people are encouraged to complete the surveys by staff.

Quantitative data on young people are collected at the following touchpoints:

- a) Pre-task (before the beginning of a task but after ID check)
- b) Post-task (once a task has been completed)

Survey completions

A total of 1032 young people registered with Task Squad during the evaluation period, from October 2015 to February. From this registration data, the total number of survey completions by the 1032 young people is:

- a) Pre-task: 188 completions
- b) Post-task: 15 completions

Based on the number of registrations, pre-task survey responses represent a completion rate of 18%. Out of the number of pre-task surveys completions, the post-task survey responses represent a completion rate of 8%.

Young people and skills development

The new data collection tools developed for this study were designed to support an understanding of skill development after task completion, but to measure this in a light touch way as outlined in the methodology section of the report. The competencies identified by the Impetus-PEF Ready-to-Work framework were considered, whilst including additional skills that are reflected in the Task Squad Theory of Change.

One question area was to look at skills levels. The question is based on a 1-5 scale and the same question is asked on the sign up and then the post-task surveys. The analysis is based on tracking the percentage change between answers pre-task and post-task.



Skill	Pre-task avg score	Post-task avg score	Point change	% change
Communication	3.92	4.53	+0.61	+15.6%
Self-confidence	3.93	4.40	+0.47	+12%
Creativity	3.74	4.07	+0.33	+8.8%
Interpersonal relationships	3.77	4.40	+0.63	+16.7%
Leadership	3.85	3.67	-0.18	-4.7%
Problem-solving	3.93	4.20	+0.27	+6.9%
Self-management	3.76	4.33	+0.57	+15.2%
Resilience	3.72	3.87	+0.04	+4%

Table 3 – Skill results from pre-task and post-task surveys

Data analysis highlights that the **largest changes occur in communication, confidence, interpersonal, and self-management skills**. This suggests that Task Squad is supporting young people in a way that improves their work-readiness in line with the Theory of Change, as discussed below.

Communication

This skill serves as a proxy for measuring self-awareness, self-assured, and informed competencies on the Ready-to-Work framework. Communication skills can include young people asking questions and seeking more information, and effectively describing achievements. The act of self-assessment on communication skill in this survey indicates a degree of self-awareness of one's skills.

Analysis suggests that young people on average reported an **improvement of approximately 16% in their communication skills**. This indicates that components of **Task's Squad's offer, such as mock interviews, can contribute to improving a young person's ability to communicate** their achievements during the application process and through task completion.

Self-confidence

This skill serves as a proxy for measuring driven and self-awareness competencies on the Ready-to-Work framework. By displaying self-confidence, young people are showing elements of a positive, hard-working attitude. The act of self-assessment on confidence skill in this survey indicates a degree of self-awareness of one's skills.

The analysis highlights that young people on average reported an **improvement of 12% in their self-confidence**. This indicates that **young people benefited from being able to build confidence through accessing the services and support provided by Task Squad**. This occurs through a variety of support mechanisms based on the needs of the young person.



Interpersonal relationships

This skill serves as a proxy for measuring receptive and self-awareness competencies on the Ready-to-Work framework. Interpersonal relationship skills involve elements of being flexible and open-minded in a young person's approach to working in a team and with other people. The act of self-assessment on confidence skill in this survey indicates a degree of self-awareness of one's skills.

Analysis highlights that young people on average reported an **improvement of approximately 17% in their interpersonal relationship skills**. When ranked against the change among young people in other measured skills, **young people felt they received the most skills improvement in interpersonal relationships**. Tasks require young people to work with a variety of other people in the workplace and contribute to a young person's improvement in this skill area.

Young people interviewed felt that they were already receptive and used evidence of their willingness to receive feedback on their CV and interview techniques to support this. However, they also conveyed a renewed or refreshed sense of openness to new employment or volunteer opportunities.

Self-management

This skill serves as a proxy for measuring receptive, self-assured and self-awareness competencies on the Ready-to-Work framework. Self-management skills involve elements of being able to work alone without clear direction and manage time to be punctual and reliable. The act of self-assessment on confidence skill in this survey indicates a degree of self-awareness of one's skills.

The analysis highlights that young people on average reported an **improvement of approximately 15% in their self-management skills**. This change in skill level could be a reflection of Task Squad placing young people into a workplace where they will be required to manage their time and workload in a new environment.

“I think the tasks allow you to do something, decide if you like it, and if you don't like it you don't have to do it again. If you like it, go ahead and get stuck into it.”

Leadership and resilience

Young people reported that they felt less impact in the leadership and resilience competencies as compared to other areas. This could be because of the nature of short-term tasks and the nature of leadership as a skill that requires long-term development. Resilience scores were low and highlight some challenges with the data collection that should be considered in the future. For example:

- Young people may report lower resilience if they have completed multiple tasks and are not yet in long-term employment



- Young people may not understand what resilience means and could benefit from a definition or example embedded in the data collection

Post-task learning

Data collection on the post-task survey also focuses on measuring learning after the task has been completed. Whilst this question cannot track improvements in learning measures, it contributes to a sense of change.

Analysis is based on identifying the highest scoring areas of learning in order to understand where the service is performing well at achieving certain aims and where further support may need to be provided.

Post-task Learning	Score out of 5
<i>On a scale of 1-5 scale, with 1 being not at all and 5 being very much, how would you agree that the task you completed...</i>	
Building my understanding of world of work	4.33
Enabled me to develop my skills	4.07
Identify where I need to make improvements	3.80
Helped in building my confidence	4.27
Helped me shape my career goals	4.33
Shown me what employers are looking for	4.07
An opportunity to build network of contacts	3.80

Table 4 – Post-task learning results

Of the 17 completed post-task surveys, data analysis suggests that young people are learning more in some areas than in others. The highest scores appear in the following:

Understanding the world of work

Young people gained the most in this area compared to other learning areas. This is a reflection of the fact that tasks place young people into workplaces and the working environment thus enabling young people to understand how the world of work operates and what is required of an employee. This seemingly obvious learning point is important because it indicates that young people feel able to understand the world of work by completing tasks.

Young people felt that whilst they already had an understanding of the job market, **Task Squad gave them the opportunity to build on their experience in the workplace.**

Young people interviewed for this evaluation expressed a sense of resilience through both their previous employment and the Task Squad journey. This feeling came through the completion of tasks that they may not have enjoyed but were willing to complete because of the short-term nature of the work. Interviewees exhibited an understanding that the workplace sometimes requires one to perform activities that may not be

“I believe I’m open to do new things and try them.”



enjoyable, but are necessary to fulfil the obligations and responsibilities of the world of work.

Helped in building my confidence

This outcome confirms that confidence-building is an element of achievement for young people engaged in the Task Squad experience. As confirmed by the pre/post survey question on self-confidence, young people that complete tasks identify confidence as one of the benefits they received from the experience.

Young people interviewed for this evaluation highlighted that confidence-building was an important benefit that they received from Task Squad. They believed that, whilst

“Before Task Squad I knew my ability and was fairly confident but it’s always nice to have that third party opinion to encourage you.”

they were already fairly confident, the **staff and their support gave them an extra bit of confidence** that was able to help them in interviews and attaining a task or job.

Young people interviewed had all previously experienced a degree of employment application rejection and therefore felt resilient to some degree. They felt capable

of dealing with rejection and setback and their participation in Task Squad indicates a level of ability to accept constructive criticism and overcome obstacles.

Interviewees described increased self-assuredness, self-esteem and independent working after completing tasks compared to their feelings before the task. Young people highlighted that they were more willing to ask questions and seek more information and felt that Task Squad enabled them to do this with increased confidence. Young people also spoke about Task Squad supporting them to think long-term about job interests.

Helped me shape my career goals

Young people also gained more in this area compared to other learning areas. The first round of interviews with young people indicated they had come to Task Squad without specific job sector interests or career goals. Interviews highlighted that some young people come to Task Squad with the intention of trying out different sector areas and working environments in order to clarify their career goals.

Young people interviewed exhibited a varied spectrum of drive toward employment and careers. Whilst some displayed a hard-working, positive attitude, motivation and sharp focus on getting into employment, other young people felt that their low drive was a product of an unfocused career path and previously unsuccessful job applications.

“Before Task Squad my drive was terrible. I needed that push because I hadn't had that from many people before. I kept asking what I am doing and why. I have to say it's slightly better now”



Interviewees noted that their experience of successful interviews and completion of tasks increased their confidence, job sector interests, and in turn, their drive to find work and pursue different careers.

Task Squad impact and Ready-to-Work

The data collection methods aim to provide baseline data upon which Task Squad can continue to track and develop their knowledge base on young people. The skills and abilities measured in the pre-task and post-task surveys are not seamlessly aligned with the six Ready-to-Work competencies. However, this presents a challenge for impact reporting as the data collection tools do not allow for straightforward analysis using the Impetus-PEF Ready-to-Work framework. This approach was agreed by vInspired, Nesta, and Renaisi and acknowledged as a reflection of the limited data collection.

“The main experience is...about communication with others, working in a very busy environment with a lot of people coming through and managing the whole situation.”

To address this challenge, an approach has been taken that combines analysis of the change in skills and post-task learning to produce a table demonstrating where young people experience the strongest impact across the stages of the six Ready-to-Work competencies.

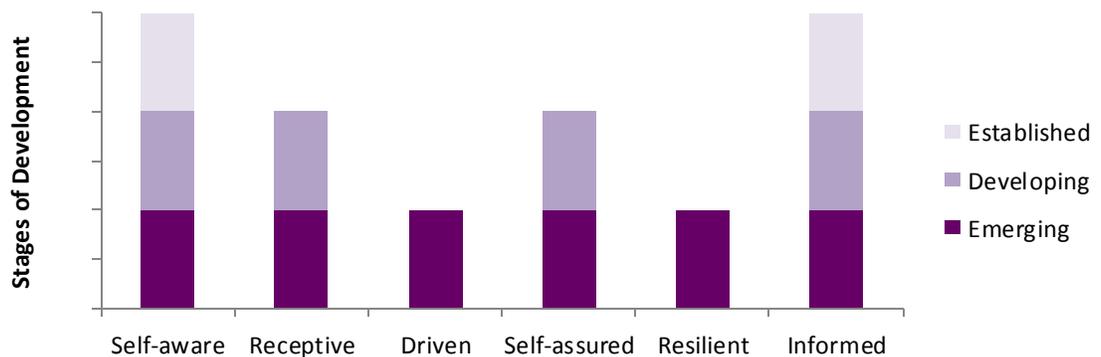


Figure 6 – Ready-to-Work impact areas

Data analysis of pre-task survey and post-task survey outcomes mapped across the six Ready-to-Work impact areas suggests that Task Squad offers young people a mixture of competencies across the emerging-developing-established spectrum. **Young people appear to feel the most impact in the areas of self-awareness and being informed.** However, this analysis is based on a small sample size and ongoing collection of this data will be needed in order to make strong claims about the impact of the service on young people.



Interpretation of qualitative and quantitative data collected during this evaluation suggest that this impact is related to the extensive support Task Squad offers young people in the areas of CV revising, interview preparation and advice, confidence - building, and the practical experience of workplace-based tasks.



6. Impact Case Studies

Eleven young people were interviewed for case studies. Of these, nine had completed one or more tasks with varying levels of support from Task Squad. Three case studies were chosen on the basis of capturing a range of experiences of motivation to join Task Squad, support received from staff, and employment outcome. Given the small sample, it is not possible to connect the case studies to impact data. However, it is clear that Task Squad has led to a number of positive outcomes for young people looking for support into the world of work. The following case studies highlight the nature of this support. Names have been changed to protect identities.

Elizabeth

Elizabeth started with Task Squad when she was a 21-year old recent graduate looking for work in an area of her studies. She is well-educated with a BA in Politics but was unemployed, signed on at Jobcentre Plus, and lacked the confidence to succeed at the interview stage of job applications.

She felt her previous CV wasn't adequate and didn't reflect her breadth of volunteering experience. Elizabeth often felt unprepared and nervous when going for interviews. She noticed her shoulders would hunch, she would slouch in her chair, and speak too fast in interviews. Yet, her volunteer experience was excellent and she felt capable and willing to work. She felt that she needed a supporting hand to help her through the door to employment. Her experiences at the Jobcentre left her feeling frustrated, unmotivated, and ignored. Elizabeth felt resilient and able to keep bouncing back after unsuccessful interviews, but she felt like the JCP and other recruitment agencies didn't understand her employment interests and didn't support her to be work-ready.

“When you're having to go to the job centre and sign on, it is quite hard because they don't see your volunteering as working towards something. They have their own objectives to meet which don't tie in to any sort of logical way of getting a job.”

“It was great to find an organisation that values volunteering.”

Elizabeth first became aware of Task Squad through a vInspired Cashpoint booth at her university jobs fair. She signed up to vInspired and completed approximately 150 hours of volunteering. Elizabeth noticed an email from

Task Squad advertising the Houses of Parliament tasks. This task, with its high profile placement in London, appealed to her passion in politics and interest in gaining practical work experience.



Elizabeth contacted Task Squad to apply for the Houses of Parliament task because she knew Task Squad, as a part of vInspired, would value her volunteering experience. The staff at Task Squad worked one-to-one with Elizabeth and went through her CV to unpick valuable volunteering experience and give it some structure. The support she received enabled her to highlight her experience in a way that talked about her work-readiness. The staff also helped to improve her confidence in interviews by doing mock interview practice so that she felt prepared for questions.

“It makes you think about your employability in a different way. The way they phrase the questions is different to how you do it on your own. They really know how to market a candidate to be the best you can be.”

With the CV and interview support Elizabeth received from Task Squad, she was able to succeed on the Houses of Parliament task and thrive, building up her customer service, admin, and organisational skills. She valued the new people she met and made connections with other young people doing the same tasks.

“It feels like they want to match you to the right job. They phone you up and ask you how you're doing and that's really nice as well. You don't get that so much with other agencies. I feel like I'm actually being listened to.”

Task Squad staff kept in contact with her through phone calls during the task to ensure she liked it and to flag up any issues she may encounter. She noted that whilst she didn't enjoy everything about the task, it gave her an opportunity to keep building paid work experience. Elizabeth went on to complete three more tasks and received ongoing support from Task Squad to improve her CV, interview skills, and approach to the workplace.

Elizabeth has since aged out of Task Squad and was able to find full-time work at a charity soon after. She found that the skills she gained from volunteering and doing paid employment got her ready for the world of work.

Task Squad supported a young person through intensive one-to-one support to boost confidence and interview skills. She completed multiple tasks and built up her work experience and ready-to-work competencies. Though she aged out, her improved confidence, competencies, and experience helped her get into full time employment.



Omar

Omar is a 22 year-old young person, relatively new to the UK and graduated with the equivalent of good A-Levels. He heard about Task Squad through a friend and decided to sign up.

“I used the CV builder. I think it's brilliant for any person who's not sure how to start out on their CV.”

Omar was in work when he came to Task Squad and was looking for a change in work direction. Whilst he had never had a job interview previously, he had a good amount of work and volunteer experience. Omar felt nervous about going through the interview process and felt unprepared to

deal with any failure because he had never needed those skills before. This meant that Omar wasn't looking for work experience on his CV, but wanted help with interviewing and CV skills.

He met with Task Squad and talked to them about what he'd like to do and the type of work he was looking for. Staff took the time to understand his needs and where their one-to-one support would help him the most in order to find employment. To address Omar's interview and CV gap, they worked extensively on a one-to-one basis with Omar to unpick his volunteering experience and understand his background. In this way, they were able to build up his confidence and address his most pressing needs.

The team soon found a full-time permanent job opportunity for him that matched his interests and his willingness to try something new. Task Squad supported Omar through the application process and he successfully got into full time, permanent employment.

“I was confident but if I'd failed and didn't get the job, it really would have knocked me down. But now I feel untouchable. It's definitely built up my resilience and nice to know that I can get a job and people want to employ me. Knowing that I can do it now has definitely helped a lot.”

Task Squad supported a young person to build up their CV writing and interview preparation skills. They found him full-time work in a field he was passionate about and supported him through the application process to succeed.



Tashia

Tashia is a 22 year-old young person that recently graduated with a Masters. She came to Task Squad from a referral by her younger brother and was looking to do a variety of work experience during her gap year to make money.

Tashia joined Task Squad with a strong volunteer background and work experience in and out of office environments. She was highly motivated to find work and wanted an opportunity to meet more people and make money during her gap year before working.

The staff at Task Squad worked one-to-one with Tashia to tweak her CV and give her some helpful interview tips to succeed during the task application process. Tashia valued the personalised support and enjoyed the relationship she built with the Task Squad team.

“It was pretty simple and quite easy to do...It's made me more confident in applying to different things and putting myself out there.”

She learned about the tasks through a Task Alert and, using the lessons learned from her Task Squad advice, filled in task applications. She found the process straightforward and simple. Task Squad kept her informed during the application period and communicated tips on how to highlight her strong volunteer experience.

Tashia was unsuccessful for her first task interview but enjoyed the experience of being at interview. She expressed an interest in the charity to the Task Squad team and they soon called her when another task was available at the same charity. She liked the idea that there was someone who would keep her interests and work passions in mind. Task Squad stayed in communication with her during the interview process and this time she was successful.

Tashia went on to complete the task and do one more task before her gap year ended.

Task Squad supported a young person into multiple tasks by making improvements to her CV and interview skills. They gave her an opportunity to meet new people and make money during her gap year.

“When I started doing these tasks I was meeting someone new everyday so I learnt to just be open and meet new people in the workplace.... I think it really helped me in my current role now because I wasn't nervous anymore”



7. Task Squad experience: employers

This section of the report details how employers have engaged and developed their understanding of Task Squad. As highlighted in the methodology, the aims of this evaluation were adapted at an early point to reflect the need to further understand young people's needs, benefits, and impact over employers. The qualitative data gathered from nine employer interviews conducted for this evaluation and quantitative data will allow for some high level findings of the Task Squad journey employers experience.

Awareness and sign up

This stage represents the initial contact or recognition of Task Squad from an employer. Employers come to be aware of Task Squad through a balanced mix of online and offline routes. The data for this section is based on 17 employer (also known as client) surveys completed during the evaluation timeframe, however it is not possible to know how many employers were worked with during this time frame as this data is unavailable.

When asked how employers heard about Task Squad, a **majority of respondents indicated that they conducted a Google/online search and the results directed them to Task Squad's website**. Google analytics data confirms that Google/online searches appear successful and bring both employers and young people to Task Squad's website. The next most common route is through word-of-mouth or referral routes such as vInspired. These two routes comprise the bulk of the awareness raising methods through which employers learn about Task Squad.

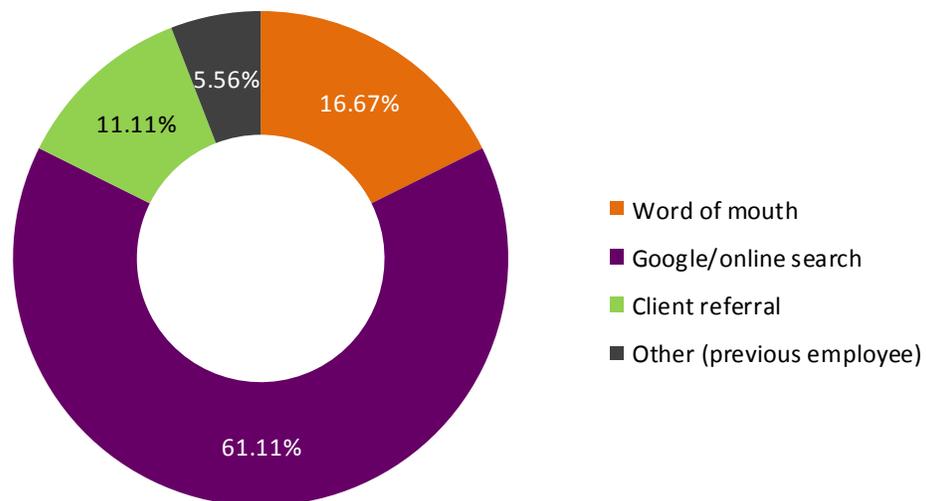


Figure 7 - employer awareness



Employers interviewed for this evaluation reflected referral routes found in the Google analytics data. For those using the online search route, employers thought it was easy to find and simple Google searches often led them to Task Squad.

“I actually Googled it. I was looking for an agency and I hadn’t used one before. I think all I put in was ‘London agencies’”

Employers that heard about the service through word-of-mouth were often signposted by people closely associated with Task Squad or vInspired. Their connection to Task Squad was through a member of staff or someone closely aligned with the organisation. These relationships represent a strong utilisation of existing vInspired staff networks, particularly at the early start-up phase of Task Squad.

Interest in volunteering

This stage of the employer journey represents an employer’s understanding of the role of volunteering and how this impacts on a young person’s work-readiness.

There is no quantitative data or online metric to confirm employer commitment to the values of volunteering. However, qualitative data gathered from the nine employer interviews suggest that **employers value the skills-growth, commitment, and**

enthusiasm young people receive from volunteering.

“[Volunteering] develops their skills as far as a social environment, work environment, how to deal with other people and it gives them an insight to routine as well. Having to make sure they start at 9 and finish at 5. Within our business it’s a relevant skill.”

Some employers noted that young people are likely to receive some skills benefit from volunteering even if the experience was unrelated to their career path or interests. Employers spoken to for this evaluation conveyed a belief that volunteering contributes to the young person’s work-readiness giving them practical social and professional experience of the workplace, such as interacting with colleagues and coming to work on time, combined with the passion commonly associated with volunteering.

Employers interviewed suggested that young people from Task Squad with volunteering experience satisfied their employment needs. They also thought it gave them strong work-ready skills such as customer service and punctuality. However, there is no indication as of yet that their experience of employing these young people have influenced their recruitment practices more broadly.

Employers expressed a willingness to take on young people that had volunteering experience because they knew they would be confident and happy to do the work.



The Task Squad model

This stage of the employer journey highlights their commitment to using Task Squad as a unique recruitment service. As with the commitment to vInspired stage, there is no quantitative data to confirm employers' commitment. Qualitative data is used to fill in this gap.

“[Task Squad can] inject some sort of youthful enthusiasm and energy to the team which certainly happened. And to get a flexible, proactive staff in which I'm not sure you always get.”

All employers spoken to highly valued the social impact component of Task Squad and felt it reflected positively on their company and their company's values.

Regardless of the sector, employers approached Task Squad from a corporate social responsibility (CSR) standpoint and highlighted common values between their organisation and Task Squad's mission.

Employers interviewed were pleased to see that young people referred from Task Squad were enthusiastic to work regardless of the task they were doing. They valued the energy these young people brought into their workplace.

Getting candidates

This stage along the user journey requires employers to inform Task Squad staff of the roles they require fulfilling and any notes on the types of young people they are looking for. This task is primarily completed by staff members. The available data indicates that the most common positions looking to be filled are:

1. Admin
2. Customer service
3. IT/Tech
4. Marketing

Employers registered with Task Squad indicated that they use the service to fulfil low-level roles that may progress to fulltime or fulfil a temporary need. Given the nature of Task Squad's offer, this does not pose any challenges to the services provided by Task Squad.

“We've probably got a range of tasks, not roles, but tasks that now we've used it a couple of times I think we probably can see some certain areas where we can use them on a task by task basis. But the concept and way it's delivered and the way the candidates are always of top quality could potentially help us in the future.”



Employers valued the attention to customer service and felt that Task Squad staff took the responsibility and stress of recruiting off their shoulders. Employers thought highly of staff and recognised their recruitment help and expertise. They uniformly believed that staff understood their demands, time scales, and job needs.

Satisfaction

Task Squad staff provide ongoing opportunities for employer feedback and communication between employer and Task Squad. The aim of this communication is often for quality assurance regarding the young person in the role.

“Whether you need
a team or an
individual, I think it’s
very impressive”

Employers interviewed generally expressed a high level of satisfaction with the young people placed into roles. They believe young people performed well in the job and looked forward to other work opportunities they may have to use Task Squad again. Implementation of data collection tools would be needed to adequately measure client satisfaction.



8. Conclusions

This final section of the report sets out the conclusions from the work, alongside some recommendations for further development and improvement of the model.

Level 2 validation

Data gathered for this evaluation indicates that young people receive some level of benefit to their levels of confidence, work-readiness, and employment skills development from the support received through Task Squad. Early findings suggest that, with the implementation of data collection tools that can monitor the impact of Task Squad on young people more consistently and increased sample sizes, the programme will be able to achieve a Level 2 Standard of Evidence in future.

Impact findings

1. The evidence from the first tranche of data, collected between October 2015 and February 2016, suggests that Task Squad is most successful at improving the following four skills for young people through work placements and experience:
 - Communication
 - Self-confidence
 - Interpersonal relationships
 - Self-management

This data is gathered from a small sample size and ongoing data collection using the tools currently in place will allow for stronger confirmation of the findings in future.

2. The young people notice an improvement, particularly after a task is completed, in their understanding of the work place, their confidence and their ability to shape career goals.
3. This suggests that there is particular benefit of Task Squad in improving the competencies of Self-aware and Informed, from the Impetus-PEF Ready to Work framework for young people.

Recommendation: Task Squad should build up a more significant data set using the tools that are now in place, and publish results on an annual basis.

4. These early findings from the data are triangulated by the qualitative work of this study which suggest that the biggest areas of value created by Task Squad for young people came from the confidence and awareness gained at interview, the better level of knowledge and awareness of the labour market gained through the process, and the experience of having paid employment.

Recommendation: Test these strengths against the Theory of Change for the service in the coming year to ensure that all parts of the model are servicing these impacts.



5. The employers were not as significant a part of this study as the young people, but it was clear that they mostly valued their roles being filled quickly and effectively. They appreciate the social benefits of the Task Squad model and this gave them a positive feeling about repeating their business with Task Squad. Ultimately the impact of this will be seen in repeat business.

Recommendation: Use repeat business as a metric for impact on employers in the short term, before considering any more intrusive measures such as impact on wider recruitment or attitudes, which are hard to validate at small scales.

Process findings

6. The way in which the Task Squad team worked created value for young people, which creates the impacts that are evident in the data. This shows that although Task Squad is a digitally focussed service, the key value creation points in the process come from the staff time of working one-to-one with candidates to support CV and interview preparation.

Recommendation: As the service continues to develop, vInspired should look to resource this side of the work effectively, as this is where both the social and financial success of the service will be created.

7. The route from volunteering is important, but it is not always the main priority for young people. They are looking for and considering options in work, and many find out about Task Squad before finding out about vInspired.

Recommendation: vInspired should continue to look for routes to encourage more employment-motivated young people from other programmes to join Task Squad.

8. The strong, 'start-up' approach and dynamic that has characterised the team in the first three years of delivery is clearly a key part of its success. Strong experience and backgrounds of working in recruitment, charity, and young people have enabled the team to work quickly and efficiently. Task Squad staff engage in significant job-sharing, advice-seeking, and cross communication. This is integral to the practical working of the programme. However, much of this work-sharing is 'person-specific' as opposed to 'role-specific'.

Recommendation: This culture should continue to be encouraged and preserved, but the team should consider the counterintuitive challenge that there may need to be changes to ensure it is maintained, as the team grows. Staff roles need to be clearly defined for vInspired to support the development of systems and processes in order to scale up.

9. Young people record their volunteering hours with vInspired through vInspired Awards. However, this product as designed is not adequately recording volunteer hours. Connection of the two datasets could indicate the ideal number of volunteering hours of a work-ready candidate for Task Squad.



Recommendation: vInspired should explore ways to join up vInspired Awards with Task Squad so that the service may be better supported. Data integration between user profiles can be built upon as the service and integration with vInspired evolves.

10. Task Squad has recruited employers utilising existing networks through associates and acquaintances of staff, particularly during the early stages of development. Networks such as this, as well as those available from vInspired, offer an excellent source of referral and could encourage stronger employer links with charity.

Recommendation: Task Squad should continue to utilise existing networks and connections with both Task Squad and vInspired for employers looking to build on their CSR and attract new, young people to their workplace. vInspired's significant database of employer contacts offers a valuable source of potentially new employers.

Online findings

11. The vast majority of users who enter the site via the Hire staff page do so as a result of paid search.

Recommendation: Task Squad may want to iterate its paid search strategy and/or explore optimisation of page content for employers.

12. Young people find Task Alerts valuable in learning about what tasks may be available and when to apply. The content of Task Alerts, such as the wording and formatting, may have an impact on the attractiveness and responses to Task Alerts however there is no data available to test this assumption.

Recommendation: Task Squad may want to conduct some longer-term AB testing on Alert content in order to identify the most effective word content and formatting to reach young people. It may be possible to reveal more insight into factors affecting registration from Task Alerts by building on the analysis.

13. There is no data available on vInspired.com referrals to Task Squad registrations. There is great potential to capitalise on an existing website portal.

Recommendation: Task Squad should explore how to improve signposting and integration between TaskSquadHQ.com and vInspired.com

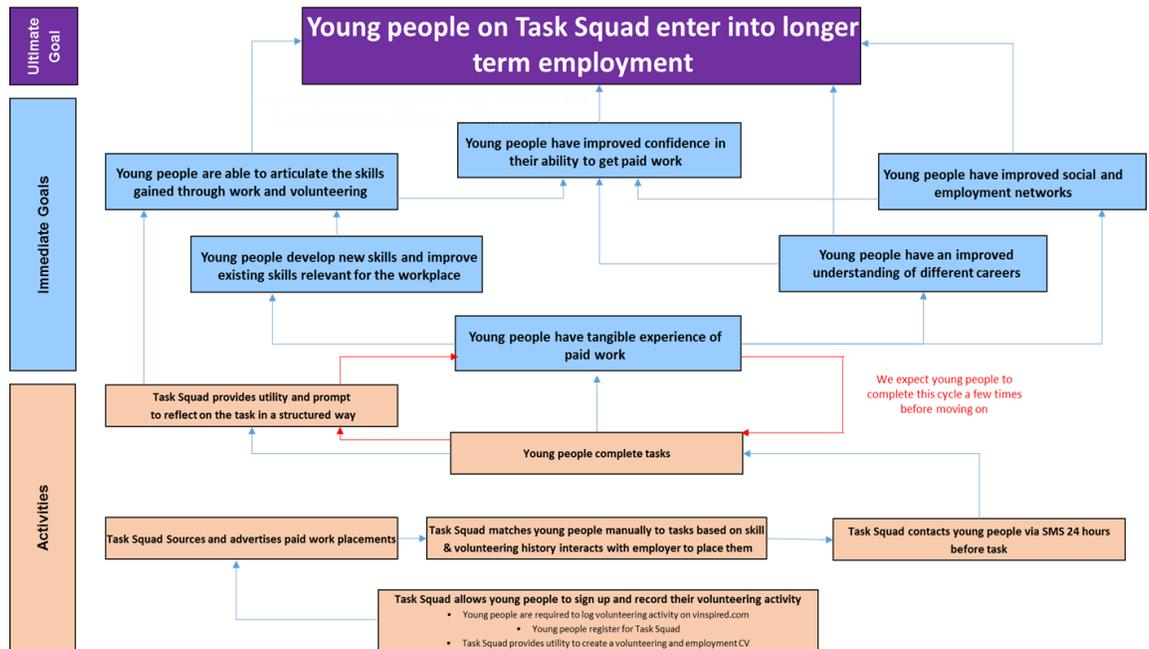
14. Task Squad has seen modest success of young people registering after clicking on its social media channels. It has seen improved success on its blog over the previous 7 months.

Recommendation: Task Squad should continue to monitor its performance on social media and revisit its strategy if necessary. It should also continue to invest in optimising blog content to build on previous successes.

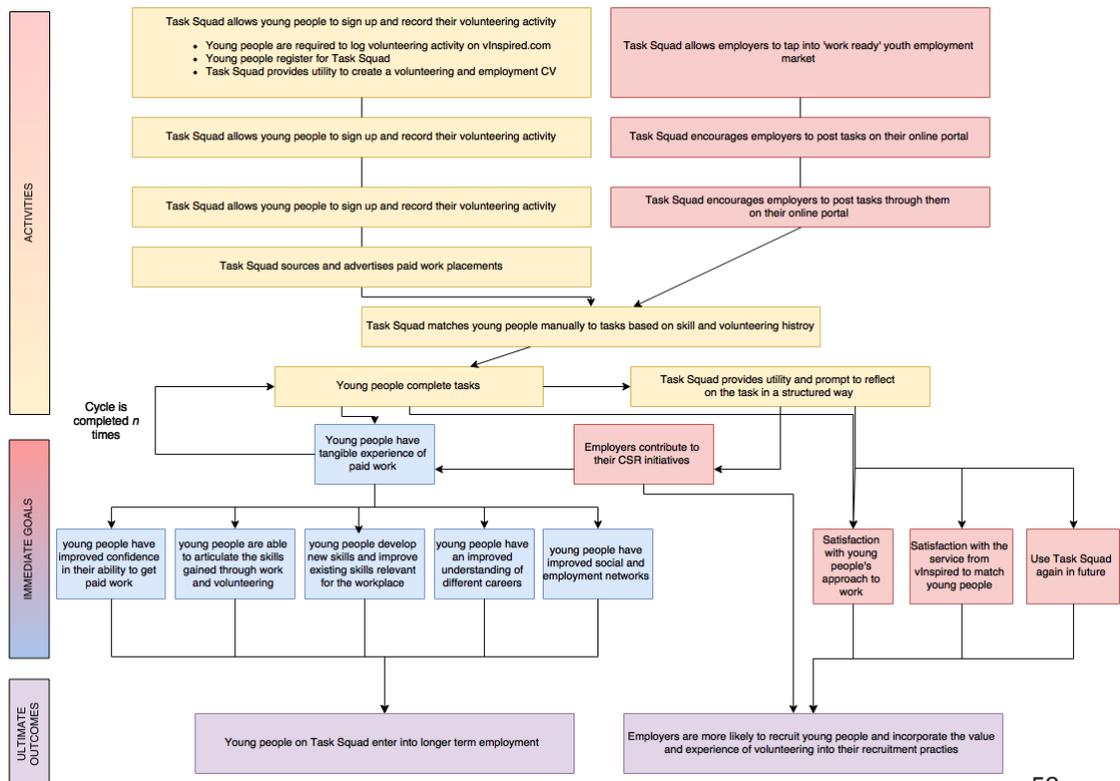


9. Appendices

1. Original Theory of Change



2. Adapted Theory of Change





3. Staff topic guide

Individual and background

- Role at or with vInspired
- Previous role
- Relationship with Task Squad (may be obvious and not need asking)

The reasons for Task Squad at vInspired

- Perceived role of Task Squad
- Defining features
 - Cf vInspired
 - Cf Recruitment agency
- Pathway to Task Squad for young people
- Ultimate outcomes

The practicalities of running Task Squad

Focus on those areas that are most relevant to the individual being interviewed and extract information that matters to their perspective.

- Workings of the team
- Different roles
 - Both people and tasks
 - Relationships with other teams (internal and external)
- Internal process – Understand time, resource, intensity and challenge
 - Matching process
 - Contacting young people and building a relationship
- Support during the tasks
- Opportunities for reflection
- Supporting the businesses
- Supporting processes – Understand interaction and need for resource
- Digital platform
- Fundraising
- Impact and understanding
- Volunteering

Young people

Understanding of the young people and what defines them and their journey

- Young people who use task squad
- Attributes/ skills/ competencies they have from volunteering
- Attributes they need support from Task Squad on to get Tasks
- Attributes they lack to get a permanent job – both before and during the Task
- SMEs vs big business employment preferences
- Cases of non-success
- Number of cycles through Tasks
 - Rationale
 - Marginal utility



- Skills and attributes gained
 - Work experience
 - New skills developed
 - Confidence in getting paid work
 - Understanding of careers
 - Articulating abilities to employers
 - Improved networks
 - Longer term employment

Businesses

Understanding of businesses and what defines their engagement

- Volume and range of firms
- Length of engagement
- Common features of firms
- Common features of tasks required
- Value for firms of the model
- Skills and expertise they identify for tasks
- Competition and reasons for Task Squad
- Changes in attitudes and values during experience
- Success measures for firms

Value

- Success for Task Squad
- Success for vInspired
- Success for young people
 - How would you know it when you saw it?
 - What drives that success?
 - Why isn't a private company doing this?

Finish on where the next challenges for Task Squad are, from most relevant perspective



4. Employer topic guide

Individual and background

- Current business status (i.e. SME, growing, static, downsizing)
- Current Task Squad status

Task Squad

- How they came across Task Squad/How they heard about it
- Why they used Task Squad
- What do they hope to gain?
- Number of tasks registered on Task Squad up to now
- Types of roles offered on Task Squad up to now

The reasons for using Task Squad

- Perceived role of Task Squad
- Benefits businesses get from using Task Squad
- Support they need to give to Task Squad
- Feel they reduce internal risk and wasted training resources by using recruitment service?
- Do you view Task Squad as a potential testing period for new role?
- Benefit of vInspired toward developing business-relevant skills for young people

Registration and task-posting Process and experience

- Experience with process
- Opportunities for input in recruitment process
 - User experience device (i.e. mobile, laptop, desktop, phone, email)
 - Used for sign up? Checking tasks? Is this same as device used for applying for registration? Applying for tasks?

Interaction with Task Squad

- How do they interact with TS? How are you using it?
- Has your interaction evolved over time?
- Relationship with business development
- Relationship with youth manager (or whoever is referring candidates to their task)
- Constant communication from Task Squad
- Method of communication with Task Squad staff
- Preferred way to communicate

Programme qualities and impact

- Thoughts on the programme
- Usefulness of programme
- Competing services used



5. Young people (first round) topic guide

Individual and background

- Current employment status
- Current Task Squad status
- Hours volunteered as registered on vInspired
- How did you find out about Task Squad?
- Why did you decide to use it?
- Qualifications/skills

The reasons for using Task Squad

- Perceptions of Task Squad before starting
- Expectations of Task Squad
- What skills are you looking to gain?
- Feelings on getting to employment
- What else are you doing to look for work?
- Attributes/ skills/ competencies they have from volunteering
- Attributes they need support from Task Squad on to get Tasks
- Attributes they lack to get a permanent job
 - Before the Task
 - After the Task (what skills and abilities do they feel they're still lacking?)
- SMEs vs big business employment preferences

Sign-up Process and User Journey

- Experience with process
- User experience device (i.e. mobile, laptop, desktop)
 - Used for sign up? Checking tasks? Is this same as device used for applying for registration? Applying for tasks?
 - Have you ever used your phone for applying for tasks?
- Time spent building CV in TS online portal
- Did you have this information saved offline? (I.E. copy and paste from laptop to online application)
- Time spent writing personal statement in TS online portal
- Did you have this information saved offline? (I.E. copy and paste from laptop to online application)
 - How do you do each?

Interaction with Task Squad (be precise to find out what actually occurred!)

- ID check and initial meeting
- Constant communication from Task Squad
- Method of communication with Task Squad staff
- Preferred way to communicate
- # of visits or talks with Steph/Task Squad
- Content of those discussions
- Did you feel to needed to talk about these things



The reasons for using Task Squad (only if they've done tasks, what did they gain *after* doing them...)

- Skills and attributes gained
 - Work experience
 - New skills developed
 - Confidence in getting paid work
 - Understanding of careers
 - Articulating abilities to employers
 - Improved networks
 - Longer term employment

Programme qualities

- Thoughts on the programme
- Usefulness of programme
- Competing services used
- What next?



6. Young people (second round) topic guide

Open question to begin with such as:

- *Would you please tell me about your experience of completing a task at Task Squad?*

Current employment

- tell me about your current employment status
- sector, role, PT or FT
- How did you get the job?
- Related to the tasks you did?

TS experience

- tell me about the most recently completed task
- sector, role
- application process
- support and advice given by TS (probe about the quality of service)
- number of tasks completed
- approximate hours volunteered

Hard skills gained

- Talk to me about what's changed in your CV writing before and after TS
- Talk to me about what's changed in your cover letter before and after TS
- Talk to me about what's changed in your interview prep before and after TS

Impact on soft skills

- Talk to me about your confidence in applying for jobs before and after task
- Talk to me about your motivation to apply for jobs before and after task
- Talk to me about your _____ before and after task (PEF Ready-to-Work competencies)
 - Self-awareness
 - Receptivity
 - Drive
 - Self-assuredness
 - Resilience
 - Informed

Wrap up with:

- Demographic detail
- How did you heard about TS
- Thanks for participating



7. Data collection tool – young person

Pre-task

Who conducts survey	Method	When to conduct
Any staff conducting ID checks and interview	Trial - link embedded in email Trial - paper survey completed with staff and young person Trial – iPad connected with Salesforce	Trial – first email sent to inform young person to attend ID check/pre interview Trial – when young person attends ID check/pre interview

#	Question	Input	Rationale	Framework sourced
1	What is your highest qualification level?	Choose from one of the following (Tick one that applies) <ul style="list-style-type: none"> - GCSE's - NVQ - A-levels - Degree - Post-graduate Degree - Other (leave blank space for user to fill) 	Determiner user's education level separate from 'current situation'	n/a
2	What is your current situation?	Choose from one of the following (Tick one that applies) <ul style="list-style-type: none"> - Employed, FT/ PT, - Employed on insecure contract (e.g. zero hours) - Apprenticeship - Unemployed receiving benefits - Unemployed not receiving benefits - Internship - Accessing part time training - Accessing part time education 	Currently asked under informal interview	n/a

Task Squad: an Evaluation



		- Other (leave blank space for user to fill)		
3	How did you hear about us?	Choose from following: (Tick all that apply) - Google/online search - Word of mouth - vInspired - Careers service at school - Jobs fair - Other (leave blank space for user to fill)	Currently asked under informal interview; Understand route to awareness of service	n/a
4	The Task Squad team would like to get to know about what you like to do. On a scale of 1-5, with 1 being not at all and 5 being very much, how would you rate yourself on the following?:		Questions help identify potential roles and tasks that would be relevant for young person	
	I like to make things	Scale 1-5	Helps Task Squad staff identify characteristics of young person that can be matched with task profiles	Who Cares Trust Career Matcher model; proxy for measuring Self-awareness capability in PEF's Ready to Work framework
	I like to find solutions to problems	Scale 1-5	Helps Task Squad staff identify characteristics of young person that can be matched with task profiles	Who Cares Trust Career Matcher model; proxy for measuring Self-awareness capability in PEF's Ready to Work framework
	I like to work in a team	Scale 1-5	Helps Task Squad staff identify characteristics of young person that can be matched with task profiles	Who Cares Trust Career Matcher model; proxy for measuring Self-awareness capability in PEF's Ready to Work

Task Squad: an Evaluation



				framework
	I like to try different things	Scale 1-5	Helps Task Squad staff identify characteristics of young person that can be matched with task profiles	Who Cares Trust Career Matcher model; proxy for measuring Self-awareness capability in PEF's Ready to Work framework
5	We would like to know about what you think you are good at because it will help us find the best role for you. And remember, your answers won't affect your ability to get a task. On a scale of 1 to 5, with 1 being not very good and 5 being very good, how can you rate yourself on the following abilities?:		Questions help identify (self-reported) ability of young person at work-related skills. Intended to help staff objectively assess the work readiness of young person	
	How good are you at numbers?	Scale 1-5	Aid in objectivity of assessments of young people during ID check/interview. Tests work readiness of young person	Who Cares Trust Career Matcher model; proxy for measuring Self-awareness capability in PEF's Ready to Work framework
	How good are you at attention to detail?	Scale 1-5	Aid in objectivity of assessments of young people during ID check/interview. Tests work readiness of young person	Who Cares Trust Career Matcher model; proxy for measuring Self-awareness capability in PEF's Ready to Work framework
	How good are you at writing?	Scale 1-5	Aid in objectivity of assessments of young people during ID check/interview. Tests work readiness of young person	Who Cares Trust Career Matcher model; proxy for measuring Self-awareness and Self-assured capabilities in PEF's Ready to Work framework

Task Squad: an Evaluation



	How good are you at public speaking?	Scale 1-5	Aid in objectivity of assessments of young people during ID check/interview. Tests work readiness of young person	Who Cares Trust Career Matcher model; proxy for measuring Self-awareness and Self-assured capabilities in PEF's Ready to Work framework
	How good are you at thinking creatively?	Scale 1-5	Aid in objectivity of assessments of young people during ID check/interview. Tests work readiness of young person	Who Cares Trust Career Matcher model; proxy for measuring Self-assuredness capability in PEF's Ready to Work framework
6	Which work environment would you prefer?	Choose from following: (Tick all boxes that apply) <ul style="list-style-type: none"> - I want to work in an office - I want to work outside - I want to work in a shop - I want to work in a team - I want to work on my own 	Test young person's preferences for workplace. This data can be used to help Task Squad define their task offers based on young people's interests. Data should be tagged in Salesforce.	Proxy for measuring Informed capability in PEF's Ready to Work framework
7	We would like to know the type of employment you are hoping to gain and your job interests Are you looking for...?	Choose from following: (Tick all boxes that apply) <ul style="list-style-type: none"> - Full-time - Part-time - Casual - Internship - Apprenticeship - Temporary - Permanent - 	Tests type of work young person is looking for. This data can be used to help Task Squad define their task offers based on young people's interests Data should be tagged in Salesforce.	Proxy for measuring Informed capability in PEF's Ready to Work framework

Task Squad: an Evaluation



8	Job sector interests are...	<p>Choose from following: (Tick all boxes that apply)</p> <ul style="list-style-type: none"> - Accommodation and food service - Administrative and support service - Agriculture, fishing and forestry - Construction - Education - Electricity, gas, steam and air conditioning - Financial and insurance - Human health and social work - Information and communication - Manufacturing - Mining and quarrying - Professional, scientific and technical - Public administration and defence - Real estate activities - Transport and Storage - Water supply, waste management and remediation - Wholesale and retail trade 	<p>Tests type of sector young person is looking to explore. Identifies potential career aspirations. This data can help Task Squad quickly identify tasks relevant to the young person's interests. Data should be tagged in Salesforce.</p>	<p>Proxy for measuring Informed capability in PEF's Ready to Work framework</p>
9	<p>We would like to know about how Task Squad can support you into your career in the future. Thinking about what you already have, on a scale of 1 to 5, with 1 being not very good and 5 being</p>	<p>Scale 1-5 on:</p> <ul style="list-style-type: none"> - Communication skills - Self-confidence skills - Creativity skills - Interpersonal relationships skills 	<p>Tests what skills young people are looking to develop when joining TS</p>	<p>Proxy for measuring Self-Aware capability in PEF's Ready to Work framework</p>

Task Squad: an Evaluation



	very good, how would you rate your skills in the following areas:	<ul style="list-style-type: none"> - Leadership skills - Problem-solving skills - Self-management - Resilience 		
10	Observations and comments	For Task Squad staff use		

Task Squad: an Evaluation

Post-task

Who conducts survey	Method	When to conduct
Youth Employment Coordinator	Trial - link embedded in email Trial – SMS Trial – phone	Immediately upon completion of task regardless of length

#	Question	Input	Rationale	Framework sourced
1	What was your Task name or description?	Open	Data	n/a
2	Thinking back to before you started your Task... On a scale of 1 to 5, with 1 being poor and 5 being very good, how did you find the task application process?	Scale 1-5	Tests user journey	n/a
3	How did you first learn about the task?	Choose from one of the following (Tick one that applies) <ul style="list-style-type: none"> - Task Alert email - Twitter - From member of Task Squad staff - Other (leave blank space for user to fill) 	Tests user journey	n/a
4	Thinking about when you were on your task... On a scale of 1 to 5, with 1 being not at all and 5 being very much, how would you agree with any of the following statements?			
	The task has helped in building my understanding of the working world	Scale 1-5	Tests TS Theory of Change immediate goals.	Proxy for measuring Self-assured capability in PEF's Ready to Work framework
	The task has enabled me to develop my skills	Scale 1-5	Tests TS Theory of Change immediate goals.	Proxy for measuring Receptive and Self-



Task Squad: an Evaluation



				assured capabilities in PEF's Ready to Work framework
	The task has enabled me to identify where I need to make improvements	Scale 1-5	Tests TS Theory of Change immediate goals.	Proxy for measuring Resilient and Receptive capabilities in PEF's Ready to Work framework
	The task has helped in building my confidence	Scale 1-5	Tests TS Theory of Change immediate goals.	Proxy for measuring Self-assured capability in PEF's Ready to Work framework
	The task has helped me shape my career goals	Scale 1-5	Tests TS Theory of Change immediate goals.	Proxy for measuring Informed capability in PEF's Ready to Work framework
	The task has shown me what employers are looking for	Scale 1-5	Tests TS Theory of Change immediate goals.	Proxy for measuring Informed and Receptive capabilities in PEF's Ready to Work framework
	The task has provided me with the opportunity to build network of contacts	Scale 1-5	Tests TS Theory of Change immediate goals.	Proxy for measuring Receptive and Self-assured capabilities in PEF's Ready to Work framework
5	Given where you are today, on a scale of 1 to 5, with 1 being not at all and 5 being very much, how strongly do you feel your ability is based on the following workplace	Scale 1-5 on: <ul style="list-style-type: none"> - Communication skills - Self-confidence skills - Creativity skills - Interpersonal relationship skills 	Tests TS Theory of Change immediate goals.	Competencies can be used as proxies for capabilities in Ready to Work framework

Task Squad: an Evaluation



	competencies?	<ul style="list-style-type: none"> - Leadership skills - Problem-solving skills - Self-management - Resilience 		
6	In a few words, can you sum up your Task Squad experience?	Open	Qualitative data. Helps provide insight and feedback for staff	n/a
7	Happy for us to use your quote?	Choose from: <ul style="list-style-type: none"> - Yes - No 	Disclaimer protection	n/a

8. Data collection tool - Employer

Pre-task

Who conducts survey		Method	When to conduct	
Business Development Manager		Over the phone or through email; input into Salesforce	Upon follow-up after EOI is received by Task Squad	
#	Question	Input	Rationale	Framework Sources
1	How did you hear about Task Squad?	Choose from following: (Tick all that apply) - Google/online search - Client referral - Word of mouth	Understand route to awareness of service	n/a
2	What skills are you looking to fill?	Choose from following: (Tick all that apply) - Based on current	Identify skills that employers need filled. This will help Task Squad understand what employers are looking for from young people	n/a
3	What types of roles are you looking to fill?	Choose from following: (Tick all that apply) - Administrative - Events planning - Retail - On street/leafletting - Marketing - Data entry - Other (leave blank)	Tests employers' motivation for using Task Squad. Will help Task Squad collect data on most common roles and identify gaps in roles currently available	n/a



Task Squad: an Evaluation

Post-task

Who conducts survey		Method		When to conduct	
Business Development Manager		Over the phone or through email; input into Salesforce		Immediately upon completion of task regardless of length	
#	Question	Input	Rationale	Framework Sourced	
1	How many tasks did you fill in this recent experience?	Open	Identify number of tasks filled in their most recent job posting.	n/a	
2	How many young people were you aiming to put into a task in this recent experience?	Open	Identify number of tasks aiming to be filled. It will be important to note any discrepancy and flag to staff that some follow up will be required.	n/a	
3	What was the type of role you offered?	Choose from following: (Tick one that applies) <ul style="list-style-type: none"> - Administrative - Events planning - Retail - On street/leafletting - Marketing - Data entry - Other (leave blank space for user to fill) 	Identify sectors that the employer is operating in. Will help Task Squad understand what sectors are most common and identify gaps in sectors currently available	n/a	
4	Out of a scale of 1 to 5, with 1 being not at all satisfied and 5 being completely satisfied, how would you rate your satisfaction with the young person's approach to the task?	Scale 1-5	Tests young person's ability to fill role adequately	Based on TS Theory of Change immediate goals	

Task Squad: an Evaluation



5	Out of a scale of 1 to 5, with 1 being not at all satisfied and 5 being completely satisfied, how would you rate your satisfaction with the service from Task Squad to match young people with your task?	Scale 1-5	Tests ability of Task Squad/vInspired to match young person to the role	Based on TS Theory of Change immediate goals
6	Out of a scale of 1 to 5, with 1 being not at all likely and 5 being completely likely, how likely are you to use Task Squad again in the future?	Scale 1-5	Tests likelihood of using the service again	Based on TS Theory of Change immediate goals
7	Out of a scale of 1 to 5, with 1 being not at all and 5 being highly relevant, how relevant was your decision to use Task Squad instead of another recruitment agency was because it aligned with your organisation's social values?	Scale 1-5	Test's employer's motivation for using Task Squad	Based on TS Theory of Change immediate goals



9. Office observation tool

This observation tool is intended to guide Renaisi observers during the Task Squad office observation period. The aim of these observations is to understand the nature of the interaction between young people and Task Squad staff during their ID check.

ID check

Time length of ID check:	Date and time:	Who spoke to young person?:

Rapport

Check box	Indicator	Notes
	Hand shake	
	Eye contact	
	Warm voice	
	Laughter	
	Fluid conversation/Banter	

Advice

Check box	Indicator	Notes
	Suggestions for changing CV	
	Improved job searching	

Action

Check box	Indicator	Notes
	Apply for particularly task	
	Return to more volunteering	
	Rewrite CV	

Informal observation of general TS office activity

Introduction of young person to Task Squad offices

Rapport and Interactivity of Task Squad team

Nature of interaction with young person (time spent, environment, atmosphere)