

Selected Good Practices

Report 3
June 2007

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Preface

In fall 2004, the Austrian Public Employment Service »AMS« took the initiative to start the second stage of the project »Mutual learning - Benchmarking among Public Employment Services«. A Working Group was set up. It extended invitations to join the Working Group to all Member States.

Thirteen Participating Partners were involved in the Working Group:

- Arbeitsmarktservice AMS – Austria
- Arbetsmarknadsstyrelsen AMS – Sweden
- Office Régional Bruxellois de l'Emploi ORBEM-BGDA – Belgium/Brussels
- Vlaamse Dienst voor Arbeidsbemiddeling en Beroepsopleiding VDAB – Belgium/Flanders
- Ministry of Labour – Finland
- Agence Nationale Pour l'Emploi ANPE – France
- Bundesagentur für Arbeit – Germany
- Foras Áiseanna Saothair FÁS – Ireland
- State Employment Agency NVA – Latvia
- Centrale Organisatie Werk en Inkomen CWI – The Netherlands
- Central Office of Labour – Slovakia
- Employment Service of Slovenia ESS – Slovenia
- Jobcentre Plus – United Kingdom

The Working Group has received financial support from the European Commission »DG Employment and Social Affairs«.

Once established, the Working Group set itself four tasks:

- to draw up a list of selected performance indicators
- to build a data base for those indicators
- to establish a benchmarking procedure bearing the different contexts in mind under which the public employment services operate
- to organize an exchange of good practices.

In order to achieve its ambitious tasks, the Participating Partners asked the Austrian AMS to assume the responsibility of project leader and secretariat for the Working Group.

The project leader, AMS Austria, regularly consulted a Co-ordination Group in which the representatives of VDAB Flanders, CWI The Netherlands and ESS Slovenia offered their advice.

A group of consultants (ÖSB Consulting and Synthesis Research) was selected (on the basis of a tender) to prepare the decisions taken by the Participating Partners and to document the results achieved.

The following report should be considered as such a document. It summarizes the good practice examples presented by the Participating Partners.

This report might be subject to revision. Comments and suggestions are welcome.

For the team of consultants:
Prof. Michael Wagner-Pinter

Vienna, June 2007

Structure of the final report

The final report is organized in a modular way. It consists of several reports. Each report addresses itself to a specific audience:

Overview

- PES-Performance: Benchmarking and Good Practice (This »Overview« addresses readers who take a general interest in the project)

Reports

- Report 1:
Benchmarking of PES Performance Indicators 2004
 - Report 2:
Benchmarking of PES Performance Indicators 2005
 - Report 3:
Selected Good Practices
- (Reports 1 to 3 address the Participating Partners and the European Commission)

Technical Notes

- Technical Note 1:
Operational definition of performance indicators
 - Technical Note 2:
Measurement procedures
- (Technical Notes 1 to 2 address specialists (working with the Participating Partners or the European Commission) who wish to gain detailed insight into the procedures applied)

Background Information

- PES Background and Content Information (2005)
- (The »PES Background and Content Information« documents the scope and scale of activities of the participating PES)

Copyright

It should be noted that the Participating Partners reserve the copyright on the numerical information they have forwarded for benchmarking purposes. Whoever wishes to make public use of these data is asked to contact the project leader (AMS Austria) or the respective Participating Partners.

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AMS Austria

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1.1
Improving ads of job seekers

PES contact details

Name of the PES:	AMS Austria
Name of the contact person: (Title)	Elisabeth Oehry, Service for jobseekers
Telephone number:	++43 1 33178-310
e-mail:	Elisabeth.oehry@ams.at

General description of the good practice

Name of the good practice	Improving ads of jobseekers
---------------------------	-----------------------------

Reasons for introducing the good practice

The IT-system of AMS always generated automatically ads of all job seekers, which should have been revised by the advisers. These ads were only of internal use and in the view of the advisers not of big relevance because they always used the IT experts system. For some years the ads of job-ready job seekers have been automatically been transferred into the e-job-room, which is an internet based platform where also job seekers put their CVs themselves and employers search for candidates. With the introduction of the e-job-room and the automatic transfer of the ads of job seekers, the ads became very important as they are the first information on candidates which should attract employers. So there was an urgent need to improve the ads.

What is the Goal of the good practice?

Goal of the good practice is to create individualised and meaningful ads of every job seeker to be placed in the e-jobroom which attract employers as an eye-catcher, and which stimulate the self-service activities of employers and job seekers. Another goal was to improve the image of our e-job-room.

General description of the good practice - continued

What is the basic idea of the good practice?

Basic idea is to have an attractive ad of every job seeker which contains all useful information to enable employers to find suitable candidates for their vacancies by themselves. The better the ad is, the better the possibility to attract an employer to find a candidate. the ad is the better is the possibility to attract an employer and to be matched to a vacancy.

When was the good practice introduced?

The ads were always created in a basic version, the revision became possible with an revision of a new IT tool in November 2006.

Description of the good practice

Also in the revised version the ads are created automatically, but the new tool is much more user friendly and asks for manual revisions and improvement by the advisers. Job seekers get a copy of their activity plan the ad included and job seekers are asked to read and revise the ad. Advisers have got a manual with tips and tricks how to write a good ad.

Who are the main agents of this good practice?

All advisers for job seekers of local AMS offices

How are the participants (or addressees) of the good practice selected?

There is no selection of advisers of the service for job seekers advisers. On the clients' side all job seekers are concerned who are jobready

How large is the share of customers affected by the good practice?

- A) less than 10 per cent
- B) 11 to 50 per cent
- C) more than 50 per cent

C) much more than 50% of all job seekers

Operational aspects

How many organizational units (in regional or functional terms) are involved?

All local offices are involved, all advisers of the service for job seekers

Do the units involved operate

They operate A) as part of the PES

- A) as part of the PES?
- B) on a contractual basis with the PES?
- C) independently of the PES?

Resources affected by the introduction of the good practice

Which resources are made available to carry out the good practice as designed?

No extra resources are made available. The revision was carried out by the standard resources of the AMS central office and the IT-development together with a working group of local and regional AMS staff.

Which share of the total financial resources of the PES is allocated to the good practice?

No extra resources as there are IT-development resources part of the standard contract with the IT provider to modernise the system continuously.

Has the introduction of the good practice caused a shift of PES resources away from other programmes?

No there was no shift from other programmes

Does the good practice incur »costs« (other than monetary and personnel resources) for the PES?

No, it does not incur other costs, it is part of daily work to improve our services and to achieve higher quality of services

Impact on core processes

How does the good practice fit into the general strategy of the PES?

It fits perfectly to the general strategy of strengthening self-service-activities. The ads are only a small modul but of big importance to enforce self-service activities and of big importance to improve the quality of our services. It has also an impact on the goal transparency of the labour market

The good practice has an impact on the core (sub) process

More and better information in the ads and better texts have an impact to core process CP1 B), servicing and supporting job seekers, first of all supporting the search for jobs (CP 1.2)

- **Servicing and supporting job seekers (CP 1)**
 - A) registration, customer profiling (CP 1.1)
 - B) supporting search for jobs (CP 1.2)
 - C) counseling on occupational perspectives (CP 1.3)
 - D) training and occupational rehabilitation (CP 1.4)
 - E) on the job coaching for special needs groups (CP 1.5)
- **Servicing and supporting employers (CP 2)**
 - A) supporting the search for candidates suitable for vacancies (CP 2.1)
 - B) supporting the management of collective dismissals (CP 2.2)
 - C) training of (prospective) employees »on demand« (CP 2.3)
 - D) supporting networks of employers (CP 2.4)

The quality of the ads has as well an impact to Core process 2, A) supporting the search for candidates suitable for vacancies (CP 2.1)

Does the good practice:

- A) enhance the quality of a service provided?
- B) enlarge the customer base?
- C) cuts the costs of the service provided?

The revised and improved ads enhance the quality of services A)

Impact on core processes - continued

Does the good practice enhance the probability of accomplishing the task set:

- A) through self service of the customer?
- B) through service provided by PES staff?
- C) through services of a third party?

A) A good ad enhances the probability of finding a candidate in the e-jobroom through self-service of employers and
B) gives the service for employers additional information on job seekers

Is there a positive spill-over of the good practice to other core sub-processes in the PES (»synergy«)

- A) to a small extent?
- B) to a considerable extent?
- C) to a great extent?

C) there is a great impact as well as for employers as for job seekers

Is the good practice mainly

- A) an input to further input?
- B) an input that controls a specific output directly?
- C) an input that translates directly into an output which strongly controls impact?

It is B) an input to a better quality of services for the service for employers and C) better ads enable employers to fill their vacancies and job seekers to find jobs

***Consequences of implementing
the good practice***

Has the good practice been evaluated by independent experts?

- A) yes, by independent experts on basis of an estimation
- B) yes, by independent experts on basis of data
- C) yes, by internal experts on basis of an estimation
- D) yes, by internal experts on basis of data
- E) no

No, as the revision was implemented end of 2006. An evaluation will be difficult, how could be estimated the influence of the ads to the performance of AMS like duration of unemployment, duration of filling vacancies or customers' satisfaction as the quality of the ads are only a very small sub process among many other processes which aim to improve services

Is there room for improvement in the implementation of the good practice?

Not in the moment because the tool has just been implemented

Have there been major revisions in the implementation of the good practice?

The revision of ads is a revision of an old tool we always had. The revision was necessary because of the automatic publication of ads in the internet

Consequences of implementing the good practice - continued

How have the employees of the PES perceived the introduction of the good practice in terms of their own performance and career with the PES?

The employees received the revision very well because it supports their daily work, we were surprised that there was no criticism from employees as the revision of ads allows job seekers to have control on their ads. And on the quality of data advisers put into the system

Has the (potential) impact of the introduction on established routines of providing services been explicitly addressed by a »change management process«?

No there was no explicit change management process it was just a minor reform within the continuous improvement procedures. It was presented and discussed in a workshop and there is a manual available and the implementation was supported by training moduls of advisers.

Has the introduction of the good practice changed the perception of the quality of PES services by customers/political decision makers/ the general public?

Yes, it was noticed of course by the service for employers. External customers will not notice a change, because it is only a minor improvement, but is of big importance to present a job seekers an interesting candidate for an employer

How does the good practice affect directly or indirectly one of the performance indicators?

It should affect the indicators " transition into work", job seekers should find a job easier, vacancies should be filled easier

How does the good practice affect the numerical value of the performance indicator

We cannot estimate how the ads affect the numerical value of the indicators, as it is only one small modul in a complex set of different procedures which all aim to shorten spells of unemployment and filling vacancies

Has there been scepticism among (external or internal) experts vis-à-vis the good practice?

No, we were surprised that there was no scepticism among the service for job seekers staff, as the new tool allows the job seekers control over the kind of data advisers put into the system

1.2
Planning personal contacts to employers

PES contact details

Name of the PES:	AMS Austria
Name of the contact person: (Title)	Markus Tobolka
Telephone number:	++43-1-33178-305
e-mail:	markus.tobolka@ams.at

General description of the good practice

Name of the good practice	Improving Services for Employers, Planning personal contacts to employers
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Reasons for introducing the good practice	The services for employers needed to be improved. With the development of the datawarehouse new data on each individual employer became available. This data allows a more effective planning of customer contacts and services. A pilot was evaluated and showed a very positive effect on the performance of the service for employers.
What is the goal of the good practice?	The goal is to support the (sales) effectiveness of the local services by improving the contacts to employers through the structured planning and controlling of these contacts. A basic analysis of the local labour market including an analysis of almost all customers will enable the local PES services to contact the "right" customers and to improve the effectiveness of those contacts.

General description of the good practice - continued

What is the basic idea of the good practice?

The basic idea is a new systematic planning and controlling of resources using more information on activities and behaviour of employers using different marketing channels on the basis of exact data on employers' behaviour and activities.

When was the good practice introduced?

After a pilot in one region and after pilots in all regions in 2005 it was introduced all over Austria in 2006

Description of the good practice

Central data on each individual employer in the data warehouse (data on employers which newly employed staff, number of newly employed persons, registered vacancies with AMS, apprenticeship places, ...) is monitored and compared with data of the social Insurance Agency on employees. After an analysis of the data and the documentation of results from the last period (examples of questions are: Which are the employers which employed most new persons? Did they find their staff via the AMS? Why did they not contact the AMS? Did they employ target group persons? etc). A planning procedure is going on among the advisers of local offices to contact the most prospective employers.

Who are the main agents of this good practice?

All persons working in the services for employers units of local and regional offices. Important is the available data on employers and employees.

How are the participants (or addressees) of the good practice selected?

Participants are all staff members of the service for employers. Addressees of the good practice are employers with prospective activities in terms of vacancies etc.

How large is the share of customers affected by the good practice?

- A) less than 10 per cent
- B) 11 to 50 per cent
- C) more than 50 per cent

B) All larger and growing employers

Operational aspects

How many organizational units (in regional or functional terms) are involved?

All staff members of the services for employers of all local and regional AMS offices.

Do the units involved operate

A) they operate as part of the PES

- A) as part of the PES?
- B) on a contractual basis with the PES?
- C) independently of the PES?

Resources affected by the introduction of the good practice

Which resources are made available to carry out the good practice as designed?

No additional resources are used as the goal is to use the available resources in a more effective way through the introduction of systematic processes. The activities have always been part of the daily work of service for employers' staff, it is now only more standardised and more systematic through the analysis of the available data on employers' activities.

Which share of the total financial resources of the PES is allocated to the good practice?

No additional financial resources apart from the development of the datawarehouse.

Has the introduction of the good practice caused a shift of PES resources away from other programmes?

No, it saves time and resources and is more effective.

Does the good practice incur »costs« (other than monetary and personnel resources) for the PES?

No additional costs.

Impact on core processes

How does the good practice fit into the general strategy of the PES?

It is a direct answer to several short and mid-term goals: transparency of the labour market, client satisfaction, market-share, matching processes, etc.

The good practice has an impact on the core (sub) process

- **Servicing and supporting job seekers (CP 1)**
 - A) registration, customer profiling (CP 1.1)
 - B) supporting search for jobs (CP 1.2)
 - C) counseling on occupational perspectives (CP 1.3)
 - D) training and occupational rehabilitation (CP 1.4)
 - E) on the job coaching for special needs groups (CP 1.5)
- **Servicing and supporting employers (CP 2)**
 - A) supporting the search for candidates suitable for vacancies (CP 2.1)
 - B) supporting the management of collective dismissals (CP 2.2)
 - C) training of (prospective) employees »on demand« (CP 2.3)
 - D) supporting networks of employers (CP 2.4)

It is first of all a part of the core process »Servicing and supporting employers«(CP 2):

It has an impact on

- A) supporting the search for candidates
- C) training of (prospective) employees »on demand«
- D) it also may support networks of employers.

But good contacts to employers looking for candidates has of course also an impact on the core process CP 1, first of all to B) those looking for a job

Does the good practice:

- A) enhance the quality of a service provided?
- B) enlarge the customer base?
- C) cuts the costs of the service provided?

First of all it improves the quality of our services (A), secondly, the goal is also to find new employer clients (B) and thirdly, the goal is more output and more effective work (C).

Impact on core processes - continued

Does the good practice enhance the probability of accomplishing the task set:

- A) through self service of the customer?
- B) through service provided by PES staff?
- C) through services of a third party?

B) AMS advisers have much more information and can focus on the services in demand.

Is there a positive spill-over of the good practice to other core sub-processes in the PES (»synergy«)

- A) to a small extent?
- B) to a considerable extent?
- C) to a great extent?

B) There is a considerable spill-over to core process 1, service to jobseekers, as the PES advisers can also offer better services to jobseekers when they have accurate information on employers' needs.

Is the good practice mainly

- A) an input to further input?
- B) an input that controls a specific output directly?
- C) an input that translates directly into an output which strongly controls impact?

A) On the regional level, it is an input to further input as the data is analysed and B) on the local level, the results of the analysis of data are transferred into actions concerning employers.

***Consequences of implementing
the good practice***

Has the good practice been evaluated by independent experts?

- A) yes, by independent experts on basis of an estimation
- B) yes, by independent experts on basis of data
- C) yes, by internal experts on basis of an estimation
- D) yes, by internal experts on basis of data
- E) no

C)+D) Internal experts estimate that one of the reasons of the increasing number of vacancies is the introduction of the good practice. An evaluation of the pilot was evaluated on the basis of data. The evaluation showed an improvement in numbers of registered vacancies in 6 of 9 regions. Also there was an improvement in employers' satisfaction.

Is there room for improvement in the implementation of the good practice?

The planning procedures have to be done manually, it is planned to generate them automatically via the datawarehouse.

Have there been major revisions in the implementation of the good practice?

No, there have not been major revisions as the good practice was only introduced in 2006.

Consequences of implementing the good practice - continued

How have the employees of the PES perceived the introduction of the good practice in terms of their own performance and career with the PES?

It has been received as a more professional way to organise the personal contacts to employers.

Has the (potential) impact of the introduction on established routines of providing services been explicitly addressed by a »change management process«?

Yes, it was introduced by planned change management process using a good practice – transfer-method.

Has the introduction of the good practice changed the perception of the quality of PES services by customers/political decision makers/ the general public?

The project is targeted at a more effective way to plan the work with the employers. The employers should become more satisfied without noticing that there is a new project. The goal is also to avoid useless contacts to employers and to get more information on employers' needs and potential.

How does the good practice affect directly or indirectly one of the performance indicators?

Yes, several:
- enlargement of market share
- filling vacancies
- client satisfaction

How does the good practice affect the numerical value of the performance indicator

The inflow of vacancies increased from 298.279 in 2005 to 335.608 in 2006. A part of the increasing number of vacancies is likely to have been caused by the good practice. Whether customer satisfaction will also increase will be seen at the end of 2007/ beginning of 2008.

Has there been scepticism among (external or internal) experts vis-à-vis the good practice?

No, this is one of the innovations where nobody was sceptical.

2

ORBEM/BGDA Belgium/Brussels

2.1 *Network of local platforms for employment* 25

2.2 *Service for Brussels employers* 34

2.1 *Network of local platforms for employment*

PES contact details

Name of the PES:	ORBEM-BGDA
Name of the contact person: (Title)	Ghali Mohamed (responsible of the network)
Telephone number:	0032-2.504.14.64
e-mail:	mghali@orbem.be

General description of the good practice

Name of the good practice	RPE (Réseau des plates formes locales pour l'emploi) = (Network of local platforms for employment)
Reasons for introducing the good practice	Noting a fragmentation in the actions for socio-professional insertion, generating a redundant work on behalf of the various actors. Necessity for the job-seekers to repeat constantly the taken actions to new agents they meet and a lack of reliability in the information.
What is the Goal of the good practice?	The objective consists in centralising reliable information on the professional path and the search for a job on behalf of the job-seeker, in such a way that the information, in agreement with the job-seeker, is directly accessible by all the interveners of the path to insertion. A second objective is to constitute a human professionalized network.

General description of the good practice - continued

What is the basic idea of the good practice?

- The centralization and the availability of the data on the path to insertion on behalf of the job-seekers, contributes to an increase in the usefulness (visibility, accuracy, etc.) of the information on the situation of the job-seeker allows the insertion agent to work more profoundly during a conversation and improves the quality of the determination of a professional project.
- Creating a network of insertion operators contributes to an increase in the number of information as well as to the quality of the relevant information for the professionals (social regulations, job vacancies, references of actors in socio-professional insertion, etc.) better collectivization of the resources and therefore of the collective competences
- Creating a network of insertion operators contributes to an increase in the number of meetings between professionals professionalization through methodological reflections

When was the good practice introduced?

The project was launched in 2000

Description of the good practice

-
- Connection with the database from the PES (ORBEM)
 - o Data about the jobseekers
 - o Data about vacancies
 - Give technical and legal information about employment programmes, the labour market and methodological aspects
 - Realisation off the statistics for the operators based on their own figures for their specific public

Who are the main agents of this good practice?

The PES and the socio-professional partners

***General description of the good practice -
continued***

How are the participants (or addressees) of the good practice selected?

The whole of moral persons (non-profit-making associations, public centres for social assistance, etc.) who have signed conventions of partnership with the PES (ORBEM) and who are being financed for socio-professional guidance. The participants are selected on this base.

How large is the share of customers affected by the good practice?

- A) less than 10 per cent
- B) 11 to 50 per cent
- C) more than 50 per cent

Operational aspects

How many organizational units (in regional or functional terms) are involved?

115 operators + Services at the PES (RPE + IT)

Do the units involved operate

- A) as part of the PES?
 - B) on a contractual basis with the PES?
 - C) independently of the PES?
-

Service RPE: A
Partners : B

Resources affected by the introduction of the good practice

Which resources are made available to carry out the good practice as designed?

-
- Secured connection between partners which allows them to connect to the RPE-site (Network of local platforms for employment)
 - RPE-site and newsletter
 - Data
 - Technical Help desk and applicator
-

Which share of the total financial resources of the PES is allocated to the good practice?

Has the introduction of the good practice caused a shift of PES resources away from other programmes?

No

Does the good practice incur »costs« (other than monetary and personnel resources) for the PES?

No

Impact on core processes

How does the good practice fit into the general strategy of the PES?

The good practice has an impact on the core (sub) process

- ***Servicing and supporting job seekers (CP 1)***
 - A) registration, customer profiling (CP 1.1)
 - B) supporting search for jobs (CP 1.2)
 - C) counseling on occupational perspectives (CP 1.3)
 - D) training and occupational rehabilitation (CP 1.4)
 - E) on the job coaching for special needs groups (CP 1.5)
- ***Servicing and supporting employers (CP 2)***
 - A) supporting the search for candidates suitable for vacancies (CP 2.1)
 - B) supporting the management of collective dismissals (CP 2.2)
 - C) training of (prospective) employees »on demand« (CP 2.3)
 - D) supporting networks of employers (CP 2.4)

A : The project provides a better reading of the profiles of clients (jobseekers) because the whole of partners works with the same data-base and in the same way (inscription, clarification)

B : The project allows a more effective search for employment through the daily provision of job vacancies (via the PES)

E : The implementation of a network concerning the whole of the socio-professional insertion allows the partners et PES to advise the clients in a more pertinent way and in function of their needs

Does the good practice:

- A) enhance the quality of a service provided?
- B) enlarge the customer base?
- C) cuts the costs of the service provided?

A, B and C

Impact on core processes - continued

Does the good practice enhance the probability of accomplishing the task set:

- A) through self service of the customer?
- B) through service provided by PES staff?
- C) through services of a third party?

B the PES managed the network, but C each partner is also responsible for his own data.

Is there a positive spill-over of the good practice to other core sub-processes in the PES («synergy«)

- A) to a small extent?
- B) to a considerable extent?
- C) to a great extent?

B

Is the good practice mainly

- A) an input to further input?
 - B) an input that controls a specific output directly?
 - C) an input that translates directly into an output which strongly controls impact?
-

***Consequences of implementing
the good practice***

Has the good practice been evaluated by independent experts?

C

- A) yes, by independent experts on basis of an estimation
- B) yes, by independent experts on basis of data
- C) yes, by internal experts on basis of an estimation
- D) yes, by internal experts on basis of data
- E) no

Is there room for improvement in the implementation of the good practice?

Several places exist to discuss the methods of organization, management and the development of the device with the implied partners and their employees in the field.,

Have there been major revisions in the implementation of the good practice?

No

***Consequences of implementing
the good practice - continued***

How have the employees of the PES perceived the introduction of the good practice in terms of their own performance and career with the PES?

Has the (potential) impact of the introduction on established routines of providing services been explicitly addressed by a »change management process«?

No

Has the introduction of the good practice changed the perception of the quality of PES services by customers/political decision makers/ the general public?

Yes, obviously

How does the good practice affect directly or indirectly one of the performance indicators?

The introduction of online files by a larger number of operators increases the availability of data to create indicators who reflect the reality in a more extensive way.

How does the good practice affect the numerical value of the performance indicator

Has there been scepticism among (external or internal) experts vis-à-vis the good practice?

2.2 *Service for Brussels employers*

PES contact details

Name of the PES:	ORBEM-BGDA
Name of the contact person: (Title)	Murielle Dansery (responsible service for Brussels employers)
Telephone number:	0032- 498.94.43.91
e-mail:	mdanseray@orbem.be

General description of the good practice

Name of the good practice	Dienst voor de Brusselse werkgevers / Service for Brussels employers
Reasons for introducing the good practice	Emphasising more on our relationship with the employers. The result is that het PES receive more vacancies and can help orientating jobseekers.
What is the Goal of the good practice?	Knowing and fidelising our client-employers in the Brussels Region. Is the first line contact between the employer and the PES. The service helps the employer to determine his needs off employment and informs the employer about everything concerning employment.

General description of the good practice - continued

What is the basic idea of the good practice?

Having a team of consultants at the service of the 33.000 employers in the Brussels Region. The team has gotten the mission of contacting all this employers in a period of 2 years (November 2003-November 2005). They contact the employer in a proactive way, so they can determine the needs on the labour market. And so create a more equal opportunity on the labour market or reduce the risks of discrimination on the market.

When was the good practice introduced?

In 2003

Description of the good practice

Prospecting (mailing – phone – personal) of the Brussels employers.

Who are the main agents of this good practice?

The consultants who work for this service.

How are the participants (or addressees) of the good practice selected?

One of the missions of the good practice was to contact at least once all Brussels employers. Emphasis was put on employers with current job offers

How large is the share of customers affected by the good practice?

- A) less than 10 per cent
- B) 11 to 50 per cent
- C) more than 50 per cent

C. more than 50 per cent.

Operational aspects

How many organizational units (in regional or functional terms) are involved?

The PES service and 10 partners.

Do the units involved operate

A) as part of the PES

- A) as part of the PES?
- B) on a contractual basis with the PES?
- C) independently of the PES?

Resources affected by the introduction of the good practice

Which resources are made available to carry out the good practice as designed?

-

Which share of the total financial resources of the PES is allocated to the good practice?

-

Has the introduction of the good practice caused a shift of PES resources away from other programmes?

No, the good practice has been approved by the government at the end of the project; and 10 new consultants have been hired.

Does the good practice incur »costs« (other than monetary and personnel resources) for the PES?

No

Impact on core processes

How does the good practice fit into the general strategy of the PES?

The PES is subject to the "management-contract of march 2006" witch contains the general strategy and place of the good practice.

The good practice has an impact on the core (sub) process

- ***Servicing and supporting job seekers (CP 1)***
 - A) registration, customer profiling (CP 1.1)
 - B) supporting search for jobs (CP 1.2)
 - C) counseling on occupational perspectives (CP 1.3)
 - D) training and occupational rehabilitation (CP 1.4)
 - E) on the job coaching for special needs groups (CP 1.5)
- ***Servicing and supporting employers (CP 2)***
 - ***A) supporting the search for candidates suitable for vacancies (CP 2.1)***
 - B) supporting the management of collective dismissals (CP 2.2)
 - C) training of (prospective) employees »on demand« (CP 2.3)
 - D) supporting networks of employers (CP 2.4)

Servicing and supporting employers

The most important is supporting the search for candidates suitable for vacancies CP2.1. It also has an impact on supporting the management of collective dismissals CP2.2. An other important task is supporting networks of employers CP2.4.

Does the good practice:

- A) enhance the quality of a service provided?
- B) enlarge the customer base?
- C) cuts the costs of the service provided?

B. To enlarge the base

Impact on core processes - continued

Does the good practice enhance the probability of accomplishing the task set:

- A) through self service of the customer?
- B) through service provided by PES staff?
- C) through services of a third party?

B. Mainly through service provides by PES staff

Is there a positive spill-over of the good practice to other core sub-processes in the PES («synergy«)

- A) to a small extent?
- B) to a considerable extent?
- C) to a great extent?

B. To core process 1, to the jobseekers

Is the good practice mainly

- A) an input to further input?
 - B) an input that controls a specific output directly?
 - C) an input that translates directly into an output which strongly controls impact?
-

C

***Consequences of implementing
the good practice***

Has the good practice been evaluated by independent experts?

- A) yes, by independent experts on basis of an estimation
- B) yes, by independent experts on basis of data
- C) yes, by internal experts on basis of an estimation
- D) yes, by internal experts on basis of data
- E) no

B. by the ULB (University of Brussels) and the satisfaction of the Brussels employers has been estimated via a marketing bureau IPSOS Belgium.

D. Intern expert have created indicator to evaluate the project.

Is there room for improvement in the implementation of the good practice?

The good practice is subject to continuous improvement. Currently (2007) an new business plan is being introduced.

Have there been major revisions in the implementation of the good practice?

No, currently (2007) an new business plan is being introduced which is emphasising on a segmented approach of the market.

***Consequences of implementing
the good practice - continued***

How have the employees of the PES perceived the introduction of the good practice in terms of their own performance and career with the PES?

Most employees of the PES now got used to the presence of a commercial service and know that any questions about employers can be oriented to the service.

Has the (potential) impact of the introduction on established routines of providing services been explicitly addressed by a »change management process«?

No

Has the introduction of the good practice changed the perception of the quality of PES services by customers/political decision makers/ the general public?

Customers : Difficult to assess, an independent quality control has been done which concluded that customer-employers appreciate the pro-activity of the service but that the notoriety is still quiet low, a lot of communication still needs to be done

Political decision makers: yes, the perception was greatly improved, the decision makers support the practice fully.

How does the good practice affect directly or indirectly one of the performance indicators?

It has a direct impact on the numbers of received vacancies.

How does the good practice affect the numerical value of the performance indicator

It has a direct impact on the numbers of received vacancies.

Has there been scepticism among (external or internal) experts vis-à-vis the good practice?

For the moment the PES is reviewing the practice and re-defining the strategy and organisation. The PES is evaluating to a more segmented approach.

3

VDAB Belgium/Flanders

3.1	<i>Elise-Matching: Computerised matching of the data in the personal file of the jobseeker and the data in the vacancies</i>	43
3.2	<i>Multi-Stage Guidance of Jobseekers</i>	51

3.1

Elise-Matching: Computerised matching of the data in the personal file of the jobseeker and the data in the vacancies

PES contact details

Name of the PES:

VDAB (Flemish Public Employment and Vocational Training Services)

Name of the contact person:
(Title)

Keizerslaan 11
1000 Brussel

Telephone number:

e-mail:

General description of the good practice

Name of the good practice

Elise-Matching: Computerised matching of the data in the personal file of the jobseeker and the data in the vacancies

Reasons for introducing the good practice

Activation of the jobseekers without human intervention and on low budget.

What is the Goal of the good practice?

- The matching contributes to the activation of the jobseekers. A lot of jobseekers are every week reached and receives recent vacancies without human intervention.
- The matching and receiving of job offers is discussed by every contact (telephonical, personal) with the jobseeker. No jobseeker should leave an appointment without having received vacancies that fit him.

General description of the good practice - continued

What is the basic idea of the good practice?

The matching software of Elise calculates a two-way comparison:

- the degree of correspondence between the demands of the jobseeker and the aspects offered in the vacancy
- the degree of correspondence between the aspects demanded in the vacancy and what the jobseeker has to offer

When the degree of comparison is more than 80%, the jobseeker receives the job offers. Employers and VDAB consultants can also perform a matching of the vacancy and the jobseeker.

When was the good practice introduced?

May 2004: introduction as test in a few areas of Flandres
November 2004: extended to the whole region of Flandres

Description of the good practice

Activities:

- At registration in VDAB the jobseeker has to draw up or update his personal file. After this the jobseeker immediately is presented job offers who correspondent with his demands. Every time the jobseeker opens his file, he can repeat the matching.
- Automatically delivery of job offers during the whole period of unemployment. The data in the personal files of de jobseekers are weekly matched with the recent job vacancies. The jobseekers receive those appropriate job offers by mail or e-mail.

Who are the main agents of this good practice?

1. The jobseekers who receives the vacancies
2. The employers which vacancies are send or who can use the software to perform a matching of their vacancies.
3. The VDAB consultants as an instrument to investigate the jobseeking efforts or to perform a selection to find jobseekers for a vacancy.

How are the participants (or addressees) of the good practice selected?

Every jobseeker, registered in VDAB.

How large is the share of customers affected by the good practice?

- A) less than 10 per cent
- B) 11 to 50 per cent
- C) more than 50 per cent

C)

Operational aspects

How many organizational units (in regional or functional terms) are involved?

- Services for jobseekers
- Services for employers

Do the units involved operate

A)

- A) as part of the PES?
- B) on a contractual basis with the PES?
- C) independently of the PES?

Resources affected by the introduction of the good practice

Which resources are made available to carry out the good practice as designed?

The costs of the Elise matching (software, mailings,... = about 100.000 a year) are financed by extra resources from the Flemish Government to realize the 'Comprehensive Approach'.

Which share of the total financial resources of the PES is allocated to the good practice?

irrelevant

Has the introduction of the good practice caused a shift of PES resources away from other programmes?

Not at all

Does the good practice incur »costs« (other than monetary and personnel resources) for the PES?

Although it is performed mainly without human intervention, sometimes it requires human intervention to solve problems and to add/test new criteria to matching.

Impact on core processes

How does the good practice fit into the general strategy of the PES?

One of the basic assumptions of VDAB is to make optimum use of ICT tools. Other assumptions are the activating the jobseeker and the matching of demand and offer on the labour market. All of this is assembled in the matching system.

The good practice has an impact on the core (sub) process

CP 1.1
CP 1.2
CP 2.1

- ***Servicing and supporting job seekers (CP 1)***
 - A) registration, customer profiling (CP 1.1)
 - B) supporting search for jobs (CP 1.2)
 - C) counseling on occupational perspectives (CP 1.3)
 - D) training and occupational rehabilitation (CP 1.4)
 - E) on the job coaching for special needs groups (CP 1.5)
- ***Servicing and supporting employers (CP 2)***
 - A) supporting the search for candidates suitable for vacancies (CP 2.1)
 - B) supporting the management of collective dismissals (CP 2.2)
 - C) training of (prospective) employees »on demand« (CP 2.3)
 - D) supporting networks of employers (CP 2.4)

Does the good practice:

- A) enhance the quality of a service provided?
- B) enlarge the customer base?
- C) cuts the costs of the service provided?

B)

Impact on core processes – continued

Does the good practice enhance the probability of accomplishing the task set:

- A) through self service of the customer?
- B) through service provided by PES staff?
- C) through services of a third party?

A)

Is there a positive spill-over of the good practice to other core sub-processes in the PES («synergy«)

- A) to a small extent?
- B) to a considerable extent?
- C) to a great extent?

C)

Is the good practice mainly

- A) an input to further input?
- B) an input that controls a specific output directly?
- C) an input that translates directly into an output which strongly controls impact?

B)

***Consequences of implementing
the good practice***

Has the good practice been evaluated by independent experts?

- A) yes, by independent experts on basis of an estimation
- B) yes, by independent experts on basis of data
- C) yes, by internal experts on basis of an estimation
- D) yes, by internal experts on basis of data
- E) no

B)
D)

Is there room for improvement in the implementation of the good practice?

Competences, if added in the jobseeker and vacancy data, can be added to the matching criteria. Then the matching system can, next to the objective matching by studies and profession, also match on specific competences.

Have there been major revisions in the implementation of the good practice?

The development of Elise-matching and gradual introduction of automatic delivered vacancies needed some time. Once everything worked properly, no revision was necessary.

Consequences of implementing the good practice - continued

How have the employees of the PES perceived the introduction of the good practice in terms of their own performance and career with the PES?

At first, the employees were sceptical about the quality of the matching. Since the improvement of the quality, the matching system has developed as an useful tool in the guidance of jobseekers or search for candidates for a vacancy.

Has the (potential) impact of the introduction on established routines of providing services been explicitly addressed by a »change management process«?

No, the matching is introduced as a tool, the impact to the whole organization and services to the customers was minimal.

Has the introduction of the good practice changed the perception of the quality of PES services by customers/political decision makers/ the general public?

Politically is it a cheap tool, that with a minimum of human intervention, provides new vacancies to the whole target group of jobseekers. By an interrogation of the jobseekers who weekly receives vacancies, seems that they're mostly satisfied with the received vacancies. A few of them weren't satisfied.

How does the good practice affect directly or indirectly one of the performance indicators?

It is difficult to examine how the computerised matching directly affects the performance of VDAB. It is used as a tool and it is difficult to search how many jobseekers has found a job through automatically delivery of job offers.

How does the good practice affect the numerical value of the performance indicator

Jobseekers are, on a distance, activated. There is a serious increase of the amount of people who receives vacancies. The distribution of those vacancies has also increased.

Has there been scepticism among (external or internal) experts vis-à-vis the good practice?

External experts (in Flandres or other European PES) are enthusiastic about this matching system. After 2 years the benefits and low costs has removed the original scepticism.

3.2
Multi-Stage Guidance of Jobseekers

PES contact details

Name of the PES:

VDAB (Flemish Public Employment and Vocational Training Services)

Name of the contact person:
(Title)

Keizerslaan 11
1000 Brussel

Telephone number:

e-mail:

General description of the good practice

Name of the good practice

Multi-Stage Guidance of Jobseekers

Reasons for introducing the good practice

The introduction of the multi-stage guidance changed the whole approach towards short-termed unemployed. This involving approach called for offering a new start according to the European Employment Strategy to young unemployed before reaching 6 months unemployment and to adults before reaching 12 months.

What is the Goal of the good practice?

To provide every jobseeker with a suitable guidance/training offer on his way to a job with outflow results

General description of the good practice - continued

What is the basic idea of the good practice?

Not every jobseeker needs the same amount of individual guidance. Through the use of the tree channels (online, call centre and face-to-face contacts) provides VDAB the most efficient service for the different jobseekers.

When was the good practice introduced?

2004

Description of the good practice

The basic assumptions of the multi-stage guidance are:

- the work first approach and to meet with the employers request and expectations to have well-skilled persons on vacancies
- the automatic delivery of job offers by a computerised system started in 2004 and
- the early detection of problems and immediate action to meet with the identified problems of the individual jobseeker.
- avoiding dead weight costs by using the communication channel adjusted to the needs of the jobseeker.

The guidance of jobseekers encloses different steps:

- At registration the jobseeker draw up or update his personal file. He immediately receives personalised job offers, as a result of the matching of the data in the personal file of the jobseeker and the data in the vacancies.
 - Automatic delivery of job offers during the whole period of unemployment by a computerised system. The data in the personal files of de jobseekers are weekly matched with the recent job vacancies. The jobseekers receive those appropriate job offers by mail or e-mail.
-

General description of the good practice - continued

Description of the good practice - continued

- Telephone screening by the Call Centre is a new feature since 2004 and this service is practiced after 3 months for younger jobseekers and after 6 months for adults. The activity includes an update of the personal files and a follow-up of the jobsearch as an analysis of the jobseeker whether there is a need for extra support. If so, the information on where to find these services is provided. Jobseekers should by this service be stimulated to jobsearch, and if necessary, lead him/her to further services.
- Intake and counselling by a VDAB consultant is offered three months after the telephone screening. This analysis will find out if training or guidance is needed for the jobseeker.

Who are the main agents of this good practice?

-
- the jobseekers
 - VDAB-counselors

How are the participants (or addressees) of the good practice selected?

Every jobseeker is offered a new start according to the European Employment Strategy to young unemployed before reaching 6 months unemployment and to adults before reaching 12 months.

How large is the share of customers affected by the good practice?

- A) less than 10 per cent
- B) 11 to 50 per cent
- C) more than 50 per cent

C) more than 50 per cent

Operational aspects

How many organizational units (in regional or functional terms) are involved?

All the organizational units of VDAB, concerned in the activities towards jobseekers, are involved.

Do the units involved operate

A)

- A) as part of the PES?
- B) on a contractual basis with the PES?
- C) independently of the PES?

Resources affected by the introduction of the good practice

Which resources are made available to carry out the good practice as designed?

This involving approach is integrated in the management contract between the VDAB and the Flemish government. The Flemish government provided extra resources. (33 million).

Which share of the total financial resources of the PES is allocated to the good practice?

6% of the total financial resources of the PES

Has the introduction of the good practice caused a shift of PES resources away from other programmes?

No, the Flemish government provided extra budget.

Does the good practice incur »costs« (other than monetary and personnel resources) for the PES?

No.

Impact on core processes

How does the good practice fit into the general strategy of the PES?

The introduction of the multi-stage Guidance changed the whole approach towards short-termed unemployed. This involving approach called for offering a new start according to the European Employment Strategy to young unemployed before reaching 6 months unemployment and to adults before reaching 12 months.

The good practice has an impact on the core (sub) process

CP 1.1.
CP 1.2.
CP 1.3.
CP 1.4.

- ***Servicing and supporting job seekers (CP 1)***
 - A) registration, customer profiling (CP 1.1)
 - B) supporting search for jobs (CP 1.2)
 - C) counseling on occupational perspectives (CP 1.3)
 - D) training and occupational rehabilitation (CP 1.4)
 - E) on the job coaching for special needs groups (CP 1.5)
 - ***Servicing and supporting employers (CP 2)***
 - A) supporting the search for candidates suitable for vacancies (CP 2.1)
 - B) supporting the management of collective dismissals (CP 2.2)
 - C) training of (prospective) employees »on demand« (CP 2.3)
 - D) supporting networks of employers (CP 2.4)
-

Does the good practice:

- A) enhance the quality of a service provided?
 - B) enlarge the customer base?
 - C) cuts the costs of the service provided?
-

A) & B)

Impact on core processes - continued

Does the good practice enhance the probability of accomplishing the task set:

- A) through self service of the customer?
- B) through service provided by PES staff?
- C) through services of a third party?

A) & B)

Is there a positive spill-over of the good practice to other core sub-processes in the PES («synergy«)

- A) to a small extent?
- B) to a considerable extent?
- C) to a great extent?

C)

Is the good practice mainly

- A) an input to further input?
- B) an input that controls a specific output directly?
- C) an input that translates directly into an output which strongly controls impact?

C)

***Consequences of implementing
the good practice***

Has the good practice been evaluated by independent experts?

- A) yes, by independent experts on basis of an estimation
- B) yes, by independent experts on basis of data
- C) yes, by internal experts on basis of an estimation
- D) yes, by internal experts on basis of data
- E) no

B) & D)

Is there room for improvement in the implementation of the good practice?

The multi-stage guidance can be enlarged and deepened to special target groups, for instance less-favoured groups, youth action plan.

Have there been major revisions in the implementation of the good practice?

The early, unqualified school leavers are after 3 months unemployment invited for an intake and an intensive guidance instead of a telephone screening.

Consequences of implementing the good practice - continued

How have the employees of the PES perceived the introduction of the good practice in terms of their own performance and career with the PES?

Has the (potential) impact of the introduction on established routines of providing services been explicitly addressed by a »change management process«?

Has the introduction of the good practice changed the perception of the quality of PES services by customers/political decision makers/the general public?

How does the good practice affect directly or indirectly one of the performance indicators?

Every employee in the VDAB, in particular those who are standing closest to the jobseekers, contributes to obtain the goal of the multi-stage guidance. The introduction was sometimes treated with scepticism from the VDAB counsellors, especially in reaction to the tasks of the Call Centre. After 2 years, everyone is used to the new situation.

There have been a lot of information transferred to every employee who's involved, but not really structured in a 'change management process'.

The satisfaction of the customers about services in VDAB has increased since the introduction. For political decision makers has VDAB grown to an organization with a huge expertise on the labour market. The image of VDAB towards the general public exceeds the reputation of an organization that only annoys unemployed persons.

The goal of the multi-stage guidance, providing every jobseeker with a suitable offer, is translated in a monitoring parameter. Those monitoring indicators are monthly and annually evaluated:

Monthly evaluation based on monthly figures and objectives:

- Amount of jobseekers = target group with label
- Every jobseeker with label has to be invited by the consultant
- Review of the actions towards the jobseekers in comparison with the objectives of the different regions
- Adjust if necessary

Annual evaluation:

- To the management committee: global results and quality investigation
 - Evaluation of the management agreement (monitoring parameters)
 - Evaluation in accordance with policy of the approach by the Flemish "Administration Employment"
-

***Consequences of implementing
the good practice - continued***

How does the good practice affect the numerical value of the performance indicator

Preventive

< 25 years

> 25 years

Amount of jobseekers

89.534

136.448

1. In guidance

31%

46%

2. Outflow (out unemployment)

82%

69%

Reach

96%

98%

Has there been scepticism among (external or internal) experts vis-à-vis the good practice?

There was scepticism among external and internal experts about obtaining the goal of the multi-stage guidance.

4

ANPE France

4.1 Recrutement by simulation

62

4.1
Recrutement by simulation

PES contact details

Name of the PES:

ANPE

Name of the contact person:
(Title)

Françoise Mourier

Telephone number:

01 49 31 12 57
francoise.mourier@anpe.fr

e-mail:

General description of the good practice

Name of the good practice

Recrutement by simulation

Reasons for introducing the good practice

To help the companies to fill vacancies whenever there are recruitment problems, fill massive recruitments

What is the Goal of the good practice?

Fight against labour shortages, fight against «surselectivité» (over selectivity) of labour market (overselectivity means recruitment of over qualified staff, discrimination for origin, age,...)

General description of the good practice - continued

What is the basic idea of the good practice?

The basic idea is to do the recruitment in base of abilities instead of usual recruitment criteria like diplomas or experience.

When was the good practice introduced?

It started in 1995 on an experimental basis, it's part of the standardized services of ANPE since 2002

Description of the good practice

It consists of assessing the applicants for a vacancy by «simulation», trough an actual test corresponding to the job expectation.

Who are the main agents of this good practice?

The local adviser of Anpe and the head quarters

How are the participants (or addressees) of the good practice selected?

Companies: it depends on the specific need of the company, if it's an important recruitment, if it has difficulties to find applicants, or they need a very specific technical ability.
Jobseekers: those who have difficulties with the common criteria of recruitment or those who want to change sector of activity.

How large is the share of customers affected by the good practice?

- A) less than 10 per cent
- B) 11 to 50 per cent
- C) more than 50 per cent

A) less than 10 per cent
(20.000 recruitments en 2006, 40.000 en 2007)

Operational aspects

How many organizational units (in regional or functional terms) are involved?

One hundred «vocational platforms»

Do the units involved operate

- A) as part of the PES?
- B) on a contractual basis with the PES?
- C) independently of the PES?

As part of the PES

Resources affected by the introduction of the good practice

Which resources are made available to carry out the good practice as designed?

450 advisers, 35 million d'euros

Which share of the total financial resources of the PES is allocated to the good practice?

Less than 2% (to check)

Has the introduction of the good practice caused a shift of PES resources away from other programmes?

NO

Does the good practice incur »costs« (other than monetary and personnel resources) for the PES?

?

Impact on core processes

How does the good practice fit into the general strategy of the PES?

It has been quite successful, it has attracted some companies, it has a very good echo in the media

The good practice has an impact on the core (sub) process

- **Servicing and supporting job seekers (CP 1)**

- A) registration, customer profiling (CP 1.1)
- B) supporting search for jobs (CP 1.2)
- C) counseling on occupational perspectives (CP 1.3)
- D) training and occupational rehabilitation (CP 1.4)
- E) on the job coaching for special needs groups (CP 1.5)

C) counseling on occupational perspectives

- **Servicing and supporting employers (CP 2)**

- A) supporting the search for candidates suitable for vacancies (CP 2.1)
- B) supporting the management of collective dismissals (CP 2.2)
- C) training of (prospective) employees »on demand« (CP 2.3)
- D) supporting networks of employers (CP 2.4)

A) supporting the search for candidates suitable for vacancies

Does the good practice:

- A) enhance the quality of a service provided?
 - B) enlarge the customer base?
 - C) cuts the costs of the service provided?
-

- A) enhance the quality of a service provided?
 - B) enlarge the customer base
-

Impact on core processes - continued

Does the good practice enhance the probability of accomplishing the task set:

- | | |
|--|---|
| <ul style="list-style-type: none"> – A) through self service of the customer? – B) through service provided by PES staff? – C) through services of a third party? | <ul style="list-style-type: none"> – B) through service provided by PES staff? |
|--|---|

Is there a positive spill-over of the good practice to other core sub-processes in the PES («synergy»)

- A) to a small extent?
- B) to a considerable extent?
- C) to a great extent?

Since 2005 ANPE has set up vocational platforms wich aim at evaluating young job seekers. The jobs evaluated on these plateforms are mainly jobs with labour shortages in the local geographical environment.

There is a reflexion about extending this method for professional mobility

Is the good practice mainly

- | | |
|---|---|
| <ul style="list-style-type: none"> – A) an input to further input? – B) an input that controls a specific output directly? – C) an input that translates directly into an output which strongly controls impact? | <ul style="list-style-type: none"> – B) an input that controls a specific output directly? |
|---|---|
-

***Consequences of implementing
the good practice***

Has the good practice been evaluated by independent experts?

- A) yes, by independent experts on basis of an estimation
- B) yes, by independent experts on basis of data
- C) yes, by internal experts on basis of an estimation
- D) yes, by internal experts on basis of data
- E) no

- A) yes, by independent experts on basis of an estimation

Is there room for improvement in the implementation of the good practice?

Yes, of course

Have there been major revisions in the implementation of the good practice?

Yes it was enlarged passing from the notion of « post » (a specific job in a specific company) at a notion of « profession » or « crafts ».
At the beginning it was used only for large recruitments, now it can be used for smaller one, it is now been used for recruiting managers.

***Consequences of implementing
the good practice - continued***

How have the employees of the PES perceived the introduction of the good practice in terms of their own performance and career with the PES?

It was welcomed by the employees of PES, but some tense relationship could exist between the platforms (employees in charge of organizing the assessment) and the local agencies (in charge of collecting vacancies and advising jobseekers).

Has the (potential) impact of the introduction on established routines of providing services been explicitly addressed by a »change management process«?

&

Has the introduction of the good practice changed the perception of the quality of PES services by customers/political decision makers/ the general public?

Yes a lot
Companies, political people, and jobseekers
Strong impact on media

I

It should improve the indicators one and five

How does the good practice affect the numerical value of the performance indicator

For the moment it's not so extended

Has there been scepticism among (external or internal) experts vis-à-vis the good practice?

Some companies expect more about the assessment of the applicants, like behavioral attitudes

5

BA Germany

<i>5.1</i>	<i>Customer Centers</i>	<i>71</i>
<i>5.2</i>	<i>Action programs for placement officers</i>	<i>80</i>

5.1
Customer Centers

PES contact details

Name of the PES: Bundesagentur für Arbeit

Name of the contact person:
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General description of the good practice

Name of the good practice Customer Centres (SC)

Reasons for introducing the good practice

Jobseekers:
The waiting time jobseekers had to spend in the office before meeting their counsellor was regarded as too long. Counsellors were interrupted by telephone during face-to-face interviews. Counsellors also had to deal with standardized procedures as jobseeker registration. Counsellors were difficult to access by telephone.

Employers:
Employers wanted more assistance in finding appropriate candidates and a contact person available for their needs.

What is the Goal of the good practice?

Improving services for jobseekers and employers by reforming the core process of counselling.

General description of the good practice - continued

What is the basic idea of the good practice?

Administrative activities have been shifted upstream, and procedures have been improved, so as to increase the amount of productive time that can be spent on the core activities of placement and benefits.

The Service Centres (SC) are intended to relieve the burden on placement officers. - Placement quality is to be enhanced with more in-depth support for employers as a client group, and by the introduction of operating performance standards. Here placement processes are to be systematised with procedural programmes, and better tailored to the needs of the BA's four employee client groups (market clients, consulting clients for both activation and assistance, and clients for ongoing support). - Greater transparency about the expense and outcomes of provided benefits aims for a steady improvement in both efficiency and cost-effectiveness.

When was the good practice introduced?

Early in 2004, the new Customer Centre business model, with its two components, the Service Centres and the reorganisation of benefits handling, was introduced at ten pilot Agencies to test its practicability. The results from the pilot run were positive, and the decision was made to introduce the new model nationwide by the end of 2005.

Description of the good practice

Services for Jobseekers:

Jobseekers arriving at the local office first go to the "reception zone" (Empfang). Here the customer needs are checked and most basic standardized procedures are dealt with, if possible the customer request is completed directly. Standardized procedures left that can not immediately be dealt with at the reception zone are performed and finalized in the "entrance zone" (Eingangszone). Further more self service areas in the local agencies and service centres offering support by telephone supplement the services for jobseekers regarding standardized procedures.

Specialized services like job counselling are not disturbed by any standardized activities any more as these are dealt with before the appointed meeting with the job counsellor.

Services for Employers:

Each customer centre has counsellors specialised for employers. Employers depending on agreed upon criteria are divided in certain groups receiving specialised services, e.g. depending on the kind of jobs they ask the PES to fill.

***General description of the good practice -
continued***

Who are the main agents of this good practice?

The employees in the local agencies with direct contact to the customers.

How are the participants (or addressees) of the good practice selected?

In general a selection is not relevant. To provide each customer the services according to his/her need, both jobseekers and employers are divided into customer groups for which special services are available.

How large is the share of customers affected by the good practice?

- A) less than 10 per cent
- B) 11 to 50 per cent
- C) more than 50 per cent

c) Basically all customers are affected.

Operational aspects

How many organizational units (in regional or functional terms) are involved?

All 178 local agencies.

Do the units involved operate

A) Customer Centres are part of the local PES.

A) as part of the PES?

B) on a contractual basis with the PES?

C) independently of the PES?

Resources affected by the introduction of the good practice

Which resources are made available to carry out the good practice as designed?

The local agencies had to be adapted to the new structure and training of the staff was organized. Part of the staff had to move to other places where the new service centres are located.

Which share of the total financial resources of the PES is allocated to the good practice?

This can not easily be identified.

Has the introduction of the good practice caused a shift of PES resources away from other programmes?

The general structure of the local PES was changed, especially concerning the provision of services.

Does the good practice incur »costs« (other than monetary and personnel resources) for the PES?

At the beginning some construction like changing the office structure in the local PES was necessary. The new call centres that are part of the customer centre organisation were equipped according to the technical needs.

Impact on core processes

How does the good practice fit into the general strategy of the PES?

It fits into the strategy of becoming a modern service provider. The development of the customer centres was a reaction to legal changes focussing on the core process of counselling.

The good practice has an impact on the core (sub) process

Mainly A) for both jobseekers and employer, but also the other mentioned core processes are involved.

Servicing and supporting job seekers (CP 1)

- A) registration, customer profiling (CP 1.1)
- B) supporting search for jobs (CP 1.2)
- C) counseling on occupational perspectives (CP 1.3)
- D) training and occupational rehabilitation (CP 1.4)
- E) on the job coaching for special needs groups (CP 1.5)

Servicing and supporting employers (CP 2)

- A) supporting the search for candidates suitable for vacancies (CP 2.1)
- B) supporting the management of collective dismissals (CP 2.2)
- C) training of (prospective) employees »on demand« (CP 2.3)
- D) supporting networks of employers (CP 2.4)

Does the good practice:

- A) enhance the quality of a service provided?
- B) enlarge the customer base?
- C) cuts the costs of the service provided?

A) The quality of services for jobseekers and employers are improved.

Impact on core processes - continued

Does the good practice enhance the probability of accomplishing the task set:

- A) through self service of the customer?
- B) through service provided by PES staff?
- C) through services of a third party?

B) The service provided by the staff is the most important issue of the service centres. Also self service (A) is part of the good practice.

Is there a positive spill-over of the good practice to other core sub-processes in the PES (»synergy«)

- A) to a small extent?
- B) to a considerable extent?
- C) to a great extent?

C) The service centres change the way the local agencies work in an extensive way.

Is the good practice mainly

- A) an input to further input?
- B) an input that controls a specific output directly?
- C) an input that translates directly into an output which strongly controls impact?

A)

***Consequences of implementing
the good practice***

Has the good practice been evaluated by independent experts?

- A) yes, by independent experts on basis of an estimation
- B) yes, by independent experts on basis of data
- C) yes, by internal experts on basis of an estimation
- D) yes, by internal experts on basis of data
- E) no

In 12 local agencies models of the customer centre were introduced. These were evaluated by internal experts with additional support of external consultants. The basis for the evaluation were data, estimation and practical experience of the staff participating.

Is there room for improvement in the implementation of the good practice?

As with most good practices there is still room for improvement, e.g. the strategies for the customer groups have been changed lately.

Have there been major revisions in the implementation of the good practice?

No.

***Consequences of implementing
the good practice - continued***

How have the employees of the PES perceived the introduction of the good practice in terms of their own performance and career with the PES?

After the positive experience in the 12 agencies where the customer service was introduced as a pilot project, the introduction was desired by the staff in the local offices, as it was supposed to ease the burden in the counselling service. However, staff working in the new call centres feared that their new duties might not be appropriate for them.

Has the (potential) impact of the introduction on established routines of providing services been explicitly addressed by a »change management process«?

Before the customer centres were introduced in region, speakers of the reform (" Botschafter der Reform") who have been trained in advance presented the model to the local staff.

Has the introduction of the good practice changed the perception of the quality of PES services by customers/political decision makers/ the general public?

Yes, especially the financial situation and the improved efficiency are regarded as positive aspects.

How does the good practice affect directly or indirectly one of the performance indicators?

A longer period after the introduction of the good practice is needed to make stable statements.

How does the good practice affect the numerical value of the performance indicator

A longer period after the introduction of the good practice is needed to make stable statements.

Has there been scepticism among (external or internal) experts vis-à-vis the good practice?

No.

5.2
Action programs for placement officers

PES contact details

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General description of the good practice

Name of the good practice

Action programs for placement officers

Reasons for introducing the good practice

In the years 2003 to 2006 the ***Bundesagentur für Arbeit*** carried out a process of major organizational reform. Significantly increasing effectiveness and economic efficiency in placement activities was the aim of the reform. Introducing action programs for placement officers was a core element of the reform.

What is the goal of the good practice?

The major goal of introducing action programs was to define a set of minimal standards which translate the business policy of the PES into operational recommendations for action in advising and placement. The action programs thereby assist placement officers in their target fulfillment.

General description of the good practice - continued

What is the basic idea of the good practice?

The basic idea of the action programs for placement officers is to define how different customer groups should be advised, coached, supported, and placed into jobs. Thereby, the action programs serve as a guideline for the daily work of placement officers, their team leaders and their local executives. The action programs assist placement officers in focusing on their role of counselling and supporting job seekers.

When was the good practice introduced?

The good practice was subsequently implemented in all local employment offices of the ***Bundesagentur für Arbeit***, beginning in 2005 and completed in 2007.

Description of the good practice

The action programs for placement officers define the four steps of a customer-specific integration process, beginning at the moment a job seeker becomes a customer of the local employment office.

1. Description of customer profile:

As a first step, the placement officer evaluates the individual action needs of the job seeker according to the dimensions "motivation", "skills/qualification", "constraints" and "specific labor market situation" in the first interview. As a second step, the officer assesses the integration opportunities of the customer: to what extent can the integration opportunities be significantly improved by "support" and "challenge"? The customer group is determined as a combination of these two steps. There are four customer groups: market customers, activation customers (advice-seeking), support customers (advice-seeking), and counseling customers. Generally, the resources are focused on customer groups where the input of resources (placement time, product use) increases the probability of integration the most.

2. Specification of objective:

According to the determined customer group, the placement officer agrees with the job seeker on certain realistic objectives. This includes e.g. which kind of job the customer will be looking for, the range of the job search (locally, regionally, ...) etc.

General description of the good practice - continued

Description of the good practice - continued

3. Road map for action programs:

Depending on the job seeker's customer group and the target agreement, the placement officer can choose between 6 specific action programs to integrate the customer into the labor market. These action programs contain e.g. a "change of perspectives" (e.g. working in a different field), a "qualification" (e.g. training to improve certain skills), or the "marketability maintenance" (e.g. temporarily working in the second labor market to avoid inactivity).

4. Implementing action programs:

The individual action programs describe the phases through which the job seeker should meet his or her goal. Implementing the action programs consists of monitoring of the target agreement over a certain period of time. Depending on the progress of the customer, the initial objectives can be modified or the action program can be changed

Who are the main agents of this good practice?

The placement officers in the local employment offices and their team leaders.

How are the participants (or addressees) of the good practice selected?

All local employment agencies participate. The action program rollout was scheduled to take place from October 2005 to March 2007. By now all employment agencies have introduced the action programs.

How large is the share of customers affected by the good practice?

- A) less than 10 per cent
- B) 11 to 50 per cent

C) more than 50 per cent

C) Essentially all job seekers are affected by the good practice.

Operational aspects

How many organizational units (in regional or functional terms) are involved?

All local employment agencies participate; within the agencies the following teams are regularly involved:

- Service center
- Reception/ intake zone
- Advising and placement

Do the units involved operate

A) as part of the PES.

- A) as part of the PES?
- B) on a contractual basis with the PES?
- C) independently of the PES?

Resources affected by the introduction of the good practice

Which resources are made available to carry out the good practice as designed?

No extra resources were made available. The revision was carried out with the standard resources of the local employment agencies, counseled by a team of 2 trainers from the head office and many trained multipliers. There were multipliers in the regional directorates as well as in the local employment offices.

Which share of the total financial resources of the PES is allocated to the good practice?

The expenses for training, official travel, document production, etc amount to approximately 3 million euros.

Has the introduction of the good practice caused a shift of PES resources away from other programmes?

No

Does the good practice incur »costs« (other than monetary and personnel resources) for the PES?

No

Impact on core processes

How does the good practice fit into the general strategy of the PES?

The good practice has an impact on the core (sub) process

- **Servicing and supporting job seekers (CP 1)**
 - A) registration, customer profiling (CP 1.1)
 - B) supporting search for jobs (CP 1.2)
 - C) counseling on occupational perspectives (CP 1.3)
 - D) training and occupational rehabilitation (CP 1.4)
 - E) on the job coaching for special needs groups (CP 1.5)
- **Servicing and supporting employers (CP 2)**
 - A) supporting the search for candidates suitable for vacancies (CP 2.1)
 - B) supporting the management of collective dismissals (CP 2.2)
 - C) training of (prospective) employees »on demand« (CP 2.3)
 - D) supporting networks of employers (CP 2.4)

The good practice is one of the constituents of the reform of the *Bundesagentur für Arbeit*.

Servicing and supporting job seekers (CP 4)

- A) The action programs define customer profiling, which assesses the need for action, considering personal and context factors.
- B) After customer profiling, resources (placement time, product use) are allocated to customer groups where a relative increase in probability of integration is expected. The active support of searching for jobs is concentrated on these groups.
- C) See B).
- D) The action programs for placement officers also define which customer groups should primarily receive training or other products. Nevertheless, there are specialized rehabilitation teams with a separate action program for occupational rehabilitation.

Servicing and supporting employers (CP 2)

Advertising/ placement and employer services are organized as separate teams in the local employment offices. Nevertheless, several interfaces exist between the two units:

- A) Placement officers and employer service officers regularly communicate, e.g. in the following areas:
 - Exchange of information about candidates for a job offer
 - Exchange of information about the current labor market
 - Exchange of information about employers
-

Impact on core processes - continued

Does the good practice:

- A) enhance the quality of a service provided?
- B) enlarge the customer base?
- C) cuts the costs of the service provided?

A) Yes, job seekers can expect certain service quality standards in all local employment offices.

B) No, the action programs for placement officers are directed solely at job seekers. Therefore, the goal is to reduce the customer base (by providing a faster transition from unemployment to employment).

C) Although no comparable before/after-data on cost development exists, it can be presumed that the standardization of the advertising and placement processes has produced considerable economies of scale and economies of scope.

Does the good practice enhance the probability of accomplishing the task set:

- A) through self service of the customer?
- B) through service provided by PES staff?
- C) through services of a third party?

A), B) Job seekers whose action needs are properly identified can be activated more easily and receive more adequate training measures. Therefore, they have a higher likelihood of finding a suitable job.

Is there a positive spill-over of the good practice to other core sub-processes in the PES (»synergy«)

- A) to a small extent?
- B) to a considerable extent?
- C) to a great extent?

C) Yes, after almost two years of use the viability of the action programs has been demonstrated. This has led to the conceptual design of action programs for other organizational units of the local employment offices (e.g. U25, occupational rehabilitation).

Is the good practice mainly

- A) an input to further input?
- B) an input that controls a specific output directly?
- C) an input that translates directly into an output which strongly controls impact?

C) Yes, the concentration of resources on customers where the probability of integration can be increased directly reflects on their chances on the labor market. Therefore, there is a direct impact on unemployment.

***Consequences of implementing
the good practice***

Has the good practice been evaluated by independent experts?

- A) yes, by independent experts on basis of an estimation
- B) yes, by independent experts on basis of data
- C) yes, by internal experts on basis of an estimation
- D) yes, by internal experts on basis of data
- E) no

D) Yes, local employment offices that already have established the action programs have to successfully complete a certification process, which depends on the achievement of certain quality standards.

Furthermore, the internal auditing department conducted an examination on the subject of action programs.

The following functional tests were among those examined in the practice:

- Contacting employers in the shortest time possible (within 48 hours) after a job offer is made.
- Agreement on a maximum limit of placement suggestions.

Is there room for improvement in the implementation of the good practice?

Possibly in the future, with respect to the interface management of other action programs.

Have there been major revisions in the implementation of the good practice?

No

***Consequences of implementing
the good practice - continued***

How have the employees of the PES perceived the introduction of the good practice in terms of their own performance and career with the PES?

At the time of the introduction of the action programs it meant a rigorous reorientation process for many placement officers, since the programs sometimes conflicted with already established, "traditional" processes. By now, employee reactions reflect a broad acceptance of the action programs because they give clear guidelines of the means they have to provide the best advising and placement services possible.

Has the (potential) impact of the introduction on established routines of providing services been explicitly addressed by a »change management process«?

Yes, there was a rollout concept, from information and training to the certification of quality standards.

Has the introduction of the good practice changed the perception of the quality of PES services by customers/political decision makers/the general public?

Customer perception has changed. By separating appointment scheduling from first interviews, waiting periods have become shorter and now telephone accessibility is guaranteed by a Call Center

How does the good practice affect directly or indirectly one of the performance indicators?

It should directly affect the indicators Q 1 "transition to employment from unemployment", Q 2 "transition to employment before unemployment lasts too long", Q 3 "Transition from training measures to employment", Q 5 "vacancies filled", and Q 6 "customer satisfaction of job seekers".

How does the good practice affect the numerical value of the performance indicator

Due to major changes on the German labor market from 2005 to 2006 (considerable drop in unemployment due to economic recovery), the effect of the implementation of action programs cannot be reliably quantified.

Has there been scepticism among (external or internal) experts vis-à-vis the good practice?

Yes, there were also skeptics who were not convinced of the success of the action programs. The fundamental question was whether businesslike action by a public authority is possible and acceptable in a socio-political sense. Nevertheless, there were numerous organizational changes and doubts were cleared in the course of time.

6 *FÁS Ireland*

<i>6.1</i>	<i>Caseload Management</i>	<i>90</i>
<i>6.2</i>	<i>The Employer Strategy</i>	<i>98</i>

6.1
Caseload Management

PES contact details

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General description of the good practice

Name of the good practice	Caseload Management.
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Reasons for introducing the good practice	The Caseload Management System was developed to help track the progress of clients through the guidance/placement process.
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What is the Goal of the good practice?	To provide a good management tool to Employment Services Officers and Managers in providing intensive support to job-seeking clients who are, in the main, distant from the labour market, to track the range of contacts made with the clients, to record interventions made and to provide good quality MIS.
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General description of the good practice - continued

What is the basic idea of the good practice?

It is a tool that supports Officers in the provision of an intensive guidance service and support to jobseekers/clients who are more distant from the labour market.

When was the good practice introduced?

1998

Description of the good practice

The Caseload Management System (CMS) reinforces the guidance model (Ali & Graham) through a defined business process, using best practice/operational guidelines. The computerised Caseload Management System has three 'active' phases where a client is engaged with an Officer. These are: Action Planning, Implementation and Evaluation Process. Caseload Management provides Officers with tools to work with a client, to record and monitor progress throughout the guidance process, and to action steps agreed with the client towards the goal of employment.

Who are the main agents of this good practice?

FÁS Employment Services Officers and Local Employment Services (LES) Mediators.

How are the participants (or addressees) of the good practice selected?

They are unemployed clients referred to FÁS by the Department of Social and Family Affairs (DSFA) and other clients who voluntarily present to FÁS Offices, who, in the opinion of Officers, would benefit from the Caseload Management approach.

How large is the share of customers affected by the good practice?

- A) less than 10 per cent
- B) 11 to 50 per cent
- C) more than 50 per cent

b)

Operational aspects

How many organizational units (in regional or functional terms) are involved?

There are eight FÁS regions involved with 61 Employment Services offices and 26 Local Employment Services offices (LES) spread geographically throughout the country.

Do the units involved operate

- A) as part of the PES?
- B) on a contractual basis with the PES?
- C) independently of the PES?

a) and b). The LES' are part of the dual-stranded National Employment Service and operate on the basis of a contract with FÁS.

Resources affected by the introduction of the good practice

Which resources are made available to carry out the good practice as designed?

FÁS Employment Services Officers and LES Mediators.

Which share of the total financial resources of the PES is allocated to the good practice?

Caseload Management is an integral part of the work of Employment Services Officers and is the core work of the LES Mediators. It is difficult to quantify – 50% of PES financial resources could be attributed to Caseload Management.

Has the introduction of the good practice caused a shift of PES resources away from other programmes?

Yes, when it was first introduced, the Community Employment programmes managed by Employment Services Officers, were transferred to another division in FÁS.

Does the good practice incur »costs« (other than monetary and personnel resources) for the PES?

Yes, a sophisticated IT system supports the Case Management of clients.

Impact on core processes

How does the good practice fit into the general strategy of the PES?

It is an integral part of the FÁS Statement of Strategy, 2006 – 2009, indicated under the key goal of 'Entry into the Labour Market', which is the provision of a range of proactive job-related services, supports and programmes to assist individuals enter/re-enter the labour market.

The good practice has an impact on the core (sub) process

- ***Servicing and supporting job seekers (CP 1)***
 - A) registration, customer profiling (CP 1.1)
 - B) supporting search for jobs (CP 1.2)
 - C) counseling on occupational perspectives (CP 1.3)
 - D) training and occupational rehabilitation (CP 1.4)
 - E) on the job coaching for special needs groups (CP 1.5)
- ***Servicing and supporting employers (CP 2)***
 - A) supporting the search for candidates suitable for vacancies (CP 2.1)
 - B) supporting the management of collective dismissals (CP 2.2)
 - C) training of (prospective) employees »on demand« (CP 2.3)
 - D) supporting networks of employers (CP 2.4)

Under the Caseload Management System, a client is either referred to FÁS from DSFA or comes into a FÁS office voluntarily. The individual is registered and is assigned to an Officer. An initial guidance interview is scheduled and the next step is the action planning phase where the individual, together with the Officer, explores work options or training needs. If the client is job ready, they can be fast-tracked to the evaluation phase. If the client is not job ready, various options are explored and the implementation phase involves the client being referred to a training course, scheme or some other suitable intervention. The identification of training needs forms part of the guidance process. Clients with a disability can be referred to Specialist Training Providers, if necessary, and can be supported on the job by Coaches, under the Supported Employment Programme. Employers have a better match of clients for job vacancies; individuals made redundant from companies can also be assisted under the Caseload Management process.

c) and d) not applicable.

Does the good practice:

- A) enhance the quality of a service provided?
- B) enlarge the customer base?
- C) cuts the costs of the service provided?

- a) Yes, by providing a more focused and intensive service.
- b) No.
- c) This is difficult to determine, however the good practice aids a more efficient way of dealing with the client and supporting progression into employment.

Impact on core processes - continued

Does the good practice enhance the probability of accomplishing the task set:

- A) through self service of the customer?
- B) through service provided by PES staff?
- C) through services of a third party?

- a) Yes, the client may be more confident in using the self-service options at the end of the process
- b) Yes, there is a more intensive interaction with the client and a tracking system to monitor progress
- c) Yes, a referral process from FÁS to LES and vice-versa has been developed- the aim being to provide the most appropriate service to the client.

Is there a positive spill-over of the good practice to other core sub-processes in the PES (»synergy«)

- A) to a small extent?
- B) to a considerable extent?
- C) to a great extent?

b) clients who are referred to other labour market programmes may receive priority consideration and can be tracked on programme completion with a view to re-engaging, if appropriate.

Is the good practice mainly

- A) an input to further input?
- B) an input that controls a specific output directly?
- C) an input that translates directly into an output which strongly controls impact?

b) it helps provide a more focused intervention for clients and thus increases the possibility of more positive outcomes.

Consequences of implementing the good practice

Has the good practice been evaluated by independent experts?

- A) yes, by independent experts on basis of an estimation
- B) yes, by independent experts on basis of data
- C) yes, by internal experts on basis of an estimation
- D) yes, by internal experts on basis of data
- E) no

e) No, however, most of the clients who have engaged in the process have been referred to FÁS under the National Employment Action Plan (NEAP). The latter has been externally evaluated and the overall findings were positive including an estimated annual saving to the exchequer of 35 million - 50 million. It is contended that the Case Management approach to supporting NEAP clients has been critical to the overall success of the NEAP.

Is there room for improvement in the implementation of the good practice?

Yes, however, the Caseload Management System has been recently enhanced through the introduction of a more clearly defined business process and supported by a significantly improved IT system.

Have there been major revisions in the implementation of the good practice?

Yes, as outlined above, significant enhancements have been implemented following a major consultation exercise with Employment Service officers and Mediators

***Consequences of implementing
the good practice - continued***

How have the employees of the PES perceived the introduction of the good practice in terms of their own performance and career with the PES?

The feedback from Employment Services Officers is positive, particularly in relation to the enhanced aspects.

Has the (potential) impact of the introduction on established routines of providing services been explicitly addressed by a »change management process«?

Yes, the change management process has been incrementally developed since the inception of the Caseload Management process and more recently by virtue of the enhanced caseload system, as described earlier.

Has the introduction of the good practice changed the perception of the quality of PES services by customers/political decision makers/ the general public?

Yes, particularly in relation to clients referred under the Employment Action Plan (EAP) process.

How does the good practice affect directly or indirectly one of the performance indicators?

Positive effective on improving the overall exit rate from the Live Register.

How does the good practice affect the numerical value of the performance indicator

Caseload Management is a core element in the EAP process which has an estimated improved exit probability from the Live Register of 10% - 20%.

Has there been scepticism among (external or internal) experts vis-à-vis the good practice?

Initially staff had some concerns about the introduction of this process; however, this has been addressed by staff development and on-going IT enhancements.

6.2
The Employer Strategy

PES contact details

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General description of the good practice

Name of the good practice	The Employer Strategy
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Reasons for introducing the good practice	The good practice must be viewed in the context of a changing economic and labour market environment in Ireland. The Irish economy has performed strongly and has generated high employment growth with an increase of more than 0.5 million in the last ten years. During 1993 to 2005 unemployment has fallen from 15.7% to 4.2% and long term unemployment has fallen from 8.9% to 1.4%. FÁS regards its services to employers as critical to business success and it has initiated a strategy to enhance its range of services to employers.
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What is the Goal of the good practice?	To assist employers meet their labour market needs in terms of proper staffing i.e. To get the right candidate for each vacancy.
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General description of the good practice - continued

What is the basic idea of the good practice?

- To develop an achievable strategy for dealing with employer vacancies
- To identify barriers that exist that might prevent achievement of the strategy and to identify ways of overcoming the barriers
- To make proposals regarding the systems and processes that FÁS should implement to enhance its vacancy service
- To develop a marketing plan specifically aimed at employers in order to achieve the strategy

When was the good practice introduced?

The strategy was developed throughout 2004 and 2005 and fully implemented from January 2006.

Description of the good practice

Key elements of the strategy are to have and maintain a register of jobseekers and a national databank of job vacancies. FÁS has a national contact centre whose staff deal with employers wishing to fill vacancies and who subsequently link up with the local FÁS offices regarding suitable candidates to fill the vacancies. Regular contact is maintained with the employer by ESO staff as to the status of each vacancy. Job descriptions can be changed if necessary and the jobseeker register is constantly updated. FÁS aims to achieve this by segmenting the employer market: the first group of employers who wish to fill vacancies are those who wish to fill the vacancies from a pool of jobseekers and job-seekers and job changers with minimal third party involvement; the second group are those employers who want a managed vacancy filling service and the third group are those employers requiring a more tailored service.

The service provided to Group 1 – those requiring minimal contact, is a combination of advice, assistance towards content of advertisement and legislative requirements, advertisement of the vacancy throughout the FÁS national network of offices within one working day of receipt of the vacancy by the National Contact Centre and advertisement on the internet. The kind of candidate that this employer group will attract would be self-service job-searchers, job-changers, first time jobseekers and newly redundant people.

General description of the good practice - continued

Description of the good practice - continued

The Service provided to Group 2 – those employers requiring a managed vacancy filling service, including in addition to above, a personal follow-up service by the local FÁS office, which provides information on employment subsidies and grants, and a job matching service. Continuous liaison between the employer and the FÁS Employment service Officer is a focal part of this service and this may be supported by company visits, telephone contact or both. The candidate profile that this employer group will attract would be the above and those clients who may be further removed from the labour market.

The service provided to Group 3 – those employers requiring a more tailored and intensive service – may involve targeted recruitment campaigns where there are numerous vacancies and specialised skills requirements. The European Employment Service (EURES) is also available to employers where there may not be an adequate supply of suitable local labour. This provides access to jobseekers through the EU/EEA. This group should attract all of the previous mentioned customer groups and specific targeted job-searchers and those respondents to recruitment campaigns.

Who are the main agents of this good practice?

The Employment Services Officers, the National Contact Centre Staff and frontline staff in the FÁS (PES) offices.

How are the participants (or addressees) of the good practice selected?

Employers and Job seekers form part of FÁS's customer base – all employers and jobseekers that interact with FÁS Employment

How large is the share of customers affected by the good practice?

- A) less than 10 per cent
- B) 11 to 50 per cent
- C) more than 50 per cent

Services Staff would be automatically included in the good practice.

b) 11 to 50 per cent. The market share measured as the percentage of vacancies notified to FÁS in 2005 is estimated at 37%.

Operational aspects

How many organizational units (in regional or functional terms) are involved?

There are eight regional employment services within a spread geographically throughout the country. These are supported by the National Contact centre and two small Head Office based support units involved with EURES and general Employment Services responsibilities.

Do the units involved operate

A) the units are all part of the PES

- A) as part of the PES?
- B) on a contractual basis with the PES?
- C) independently of the PES?

Resources affected by the introduction of the good practice

Which resources are made available to carry out the good practice as designed?

Those staff directly involved with the operational aspects of the good practice are the Employment Services Officers, Regional Management, Contact Centre Staff, supported by Head Office based staff.

A sophisticated IT system supports the delivery of the Employer Strategy.

Which share of the total financial resources of the PES is allocated to the good practice?

This is difficult to quantify – engaging with employers is an integral part of the work of Employment services. Approximately 20% of financial resources could be estimated as the share of the financial resources.

Has the introduction of the good practice caused a shift of PES resources away from other programmes?

No but there is an on-going need to monitor operational priorities and activity levels and to respond appropriately.

Does the good practice incur »costs« (other than monetary and personnel resources) for the PES?

There were consultancy costs associated with the staff development of all employment service staff to support the implementation of the strategy

Impact on core processes

How does the good practice fit into the general strategy of the PES?

The FÁS Statement of Strategy places significant emphasis on enhancing the range of services offered to employers. The FÁS Employment Services Business Plan reflects this strategic focus. This Employer focus complements our services to jobseekers through increasing the range and number of employment opportunities available.

The good practice has an impact on the core (sub) process

- ***Servicing and supporting job seekers (CP 1)***
 - A) registration, customer profiling (CP 1.1)
 - B) supporting search for jobs (CP 1.2)
 - C) counseling on occupational perspectives (CP 1.3)
 - D) training and occupational rehabilitation (CP 1.4)
 - E) on the job coaching for special needs groups (CP 1.5)
- ***Servicing and supporting employers (CP 2)***
 - A) supporting the search for candidates suitable for vacancies (CP 2.1)
 - B) supporting the management of collective dismissals (CP 2.2)
 - C) training of (prospective) employees »on demand« (CP 2.3)
 - D) supporting networks of employers (CP 2.4)

Servicing and Supporting Job Seekers

- A) the input of key data as a result of the registration interview and subsequent meeting with FÁS Officers has to be of the highest standards as it is that data that will aid the matching process between client and employer.
 - B) All jobseekers requiring guidance and counselling for careers are given an opportunity to meet with a FÁS officer through an appointment system. The strategy promotes a job matching system which endeavours to match jobseekers to vacancies by clients who are job ready and meet the job specification.
 - C) All FÁS officers are qualified guidance practitioners and give career advice and counselling on suitable training programmes and job opportunities. Those clients further removed from the labour market are dealt with through a caseload management system and some clients are referred to the Local Employment Service which gives intensive support to aid further progression.
 - D) It facilitates the integration of People with Disabilities into the workforce by providing a range of employment supports and grants to employers.
 - E) FÁS funds a Supported Employment Programme whereby an individual with a special needs can avail of on the job coaching over a period of time.
-

Impact on core processes - continued

The good practice has an impact on the core (sub) process - continued

Servicing and Supporting Employers

- A) The FÁS Client Services System (CSS) which has been recently enhanced, assists the provision of a refined matching applying various criteria for selection.
- B) FÁS has a strategy for engaging with company closures where major redundancies occur.
- C) FÁS through its Services to Business function and Training Services division can provide or support tailored training programmes for employers
- D) FÁS through its EURES network can provide recruitment services for groups of employers either by location or sector.

Does the good practice:

- A) enhance the quality of a service provided?
- B) enlarge the customer base?
- C) cuts the costs of the service provided?

-
- a) Yes, we conduct follow-up surveys of employers to obtain qualitative and quantitative feedback
 - b) Yes, In 2006 the number of vacancies notified to FÁS was 21% greater than in 2005.
 - c) it is difficult to confirm this at this stage
-

Impact on core processes - continued

Does the good practice enhance the probability of accomplishing the task set:

- A) through self service of the customer?
- B) through service provided by PES staff?
- C) through services of a third party?

- a) Yes, self service kiosks are positioned in all frontline PES offices to aid the customer search of job details, training programmes and employment schemes. Both jobseeker and employer can access the FÁS Jobsireland online website facility to insert CV and job vacancy details.
- b) Yes, through a more pro-active personalised approach by engaging with employers and follow-up with employers
- c) Not applicable

Is there a positive spill-over of the good practice to other core sub-processes in the PES («synergy»)

- A) to a small extent?
- B) to a considerable extent?
- C) to a great extent?

c) Yes, as it assists officers to provide better information and advice on labour market to jobseekers

Is the good practice mainly

- A) an input to further input?
 - B) an input that controls a specific output directly?
 - C) an input that translates directly into an output which strongly controls impact?
-

b) yes, as it helps secure a greater number of job vacancies and results in an increased share of the labour market

***Consequences of implementing
the good practice***

Has the good practice been evaluated by independent experts?

- A) yes, by independent experts on basis of an estimation
- B) yes, by independent experts on basis of data
- C) yes, by internal experts on basis of an estimation
- D) yes, by internal experts on basis of data
- E) no

We commission 1) independent external surveys (yearly)
2) internal survey (every 6 months) to evaluate employer satisfaction levels.

Is there room for improvement in the implementation of the good practice?

Yes, as we have just completed the first full year under the strategy we will be monitoring its impact.

Have there been major revisions in the implementation of the good practice?

We have commenced a review of our Jobs Ireland databank with the objective of further improving its adaptability to meeting clients' needs.

Consequences of implementing the good practice - continued

How have the employees of the PES perceived the introduction of the good practice in terms of their own performance and career with the PES?

Initially, employees of the PES were apprehensive regarding the adequacy of their own personal skills and experience for dealing with the new strategy. As the training developed and employees had an opportunity to engage with employers, and to put into practice the training received, the apprehension disappeared, and in many cases, has been replaced with enthusiasm for the new strategy and the personal opportunities it offers for increased job satisfaction and personal development.

Has the (potential) impact of the introduction on established routines of providing services been explicitly addressed by a »change management process«?

Yes. The Employer Strategy initiated the change. It has resulted in a more focussed way of engaging with employers and has influenced the allocation of time and resources.

Has the introduction of the good practice changed the perception of the quality of PES services by customers/political decision makers/ the general public?

It is difficult to be categorical about the impact at this stage. However, we await the results of a major survey of employers and their views on FÁS services. Bi-annual surveys continue to show a high satisfaction level.

How does the good practice affect directly or indirectly one of the performance indicators?

It has resulted in the development of a few performance indicators, one of them being an increase in the labour market share of vacancies.

How does the good practice affect the numerical value of the performance indicator

Number of positions notified +21%
Number of Employer calls (NCC) +100%
Number of positions self entered by employer +47% (estimate)

Has there been scepticism among (external or internal) experts vis-à-vis the good practice?

Not aware of any scepticism.

Through our quality system we have captured much positive feedback from employers.

7

CWI The Netherlands

<i>7.1</i>	<i>Focus on Youth</i>	<i>109</i>
<i>7.2</i>	<i>Focus on Work</i>	<i>117</i>

7.1
Focus on Youth

PES contact details

Name of the PES:	Central Organisation Work and Income
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General description of the good practice

Name of the good practice	Focus on Youth
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Reasons for introducing the good practice

In 2003 the unemployment of young jobseekers increased rapidly, more than 60.000 young job-seekers were registered. 30% was not sufficiently qualified. A Task Force Youth Unemployment was installed with a steering group out of which CWI was the major executive partner. The Task Force worked on an Action Plan which was directed to the reduction of the rate of youth unemployment (not higher than the general rate) and each youth unemployed should be at work or back to school within 6 months.

What is the Goal of the good practice?

As major executive partner the objective of CWI was 40.000 extra jobs for young unemployed job-seekers within the period 2004-2006.

General description of the good practice - continued

What is the basic idea of the good practice?

The basic idea behind this practice to promote young people to enter in the labour market by offering them jobs (not additional) traineeships, stages, work experience to avoid the loss of human capacity in qualitative and quantitative terms. No lost generation.

When was the good practice introduced?

It started in 2004

Description of the good practice

To reach the target CWI approached employers directly with regard to jobs for young people (normal jobs and traineeships). Special youth desks in CWI's were installed in co-operation with municipalities (165 extra youth advisors). CWI encouraged modernising initiatives as well as training of the young job-seekers an a nation wide campaign was conducted. On the website a special information module for youth was created. In the daily operational practice workmaps and competencies testing centres were developed. Also the use of Europass was stimulated.

Who are the main agents of this good practice?

The advisors in the local CWI's

How are the participants (or addressees) of the good practice selected?

The targeted group for this action are the youngsters under 23 year who are registered as non working job-seeker at CWI's. This includes graduated school-leavers as well as school dropouts.

How large is the share of customers affected by the good practice?

- A) less than 10 per cent
- B) 11 to 50 per cent
- C) more than 50 per cent

This hard to answer because some young job-seekers leave the register without specific services and some need personalised services. An estimation tends in the direction of 50 %.

Operational aspects

How many organizational units (in regional or functional terms) are involved?

All local CWI's

Do the units involved operate

Part of PES

- A) as part of the PES?
- B) on a contractual basis with the PES?
- C) independently of the PES?

Resources affected by the introduction of the good practice

Which resources are made available to carry out the good practice as designed?

To carry out this task extra financial resources ad 10 million was annually provided which allowed CWI to employ extra 165 advisors

Which share of the total financial resources of the PES is allocated to the good practice?

This additional budget means ca 3 %

Has the introduction of the good practice caused a shift of PES resources away from other programmes?

no

Does the good practice incur »costs« (other than monetary and personnel resources) for the PES?

Promotion campaigns, development of information module on website, workmaps, labour market passport, Europass etc Estimation of costs ca 1,0 million

Impact on core processes

How does the good practice fit into the general strategy of the PES?

This practice fitted very precisely to the main and strategic objectives of CWI : promotion transparency, information and advices, development and use of talents into the labour rmarket (reducing dependency on benefits) and filling vacancies.

The good practice has an impact on the core (sub) process

- **Servicing and supporting job seekers (CP 1)**
 - A) registration, customer profiling (CP 1.1)
 - B) supporting search for jobs (CP 1.2)
 - C) counseling on occupational perspectives (CP 1.3)
 - D) training and occupational rehabilitation (CP 1.4)
 - E) on the job coaching for special needs groups (CP 1.5)
- **Servicing and supporting employers (CP 2)**
 - A) supporting the search for candidates suitable for vacancies (CP 2.1)
 - B) supporting the management of collective dismissals (CP 2.2)
 - C) training of (prospective) employees »on demand« (CP 2.3)
 - D) supporting networks of employers (CP 2.4)

The main focus is on servicing and supporting job-seekers. In the frameworks fits the information module for young job-seekers, in which also a platform for discussions was included. In the module al relevant information for young people with regard to world of work and income was presented.

The introduction of work maps and competencies testing centres was very much in favour of the profiling process (detecting your competencies) and occupational perspectives. Special training packages were developed to support schools in vocational guidance.

Last but not least the action was focused on job search activities. In this framework fit job fairs ,action weeks, speed dating events, dinner dating etc.

The employers aren't forgotten. A special project " Young Active" became operational which includes account managers located with employers associations to support the development of action plans in sectors and branches.

Does the good practice:

- A) enhance the quality of a service provided?
- B) enlarge the customer base?
- C) cuts the costs of the service provided?

The benefits of the projects are plural but certainly it has enhanced the quality of the service (by developing new methods and tools) and also enlarged the customers base (co-operation with employers, education system etc).

Impact on core processes - continued

Does the good practice enhance the probability of accomplishing the task set:

- A) through self service of the customer?
- B) through service provided by PES staff?
- C) through services of a third party?

The services were at one hand delivered by the PES staff but at the other hand also through self service of the customer.

Is there a positive spill-over of the good practice to other core sub-processes in the PES (»synergy«)

- A) to a small extent?
- B) to a considerable extent?
- C) to a great extent?

The introduction of work maps as competencies testing centres has an positive spill-over. Testing competencies is now a part of the tool kit of each advisor and also the use of work maps is nowadays widespread in the daily operations. Discussions have started to transform the youth desks into learn and work desk in local cwi's

Is the good practice mainly

- A) an input to further input?
- B) an input that controls a specific output directly?
- C) an input that translates directly into an output which strongly controls impact?

Focus on youth was specific project for which special resources were provided (input) but is was mostly outcome driven. It also offered the opportunity to develop special tools and methods which can be used in the daily practice of today. So one may say it a mixed operation.

***Consequences of implementing
the good practice***

Has the good practice been evaluated by independent experts?

- A) yes, by independent experts on basis of an estimation
- B) yes, by independent experts on basis of data
- C) yes, by internal experts on basis of an estimation
- D) yes, by internal experts on basis of data
- E) no

No, the actions are internally monitored and reported to the steering group.

Is there room for improvement in the implementation of the good practice?

No

Have there been major revisions in the implementation of the good practice?

No

***Consequences of implementing
the good practice - continued***

How have the employees of the PES perceived the introduction of the good practice in terms of their own performance and career with the PES?

This concentrated action on youth has positively influenced the performance. It also created specific opportunities for the members of staff being nominated as youth advisor

Has the (potential) impact of the introduction on established routines of providing services been explicitly addressed by a »change management process«?

No, there has been a project leader (client-group manager youth)

Has the introduction of the good practice changed the perception of the quality of PES services by customers/political decision makers/ the general public?

Yes. At the occasion of achieving the 40.000 filled vacancy the role of CWI was explicitly praised by all actors in the process.

How does the good practice affect directly or indirectly one of the performance indicators?

It has influenced the number of filled vacancies as well as the out flow figures of non working job-seekers. It was celebrated in presence of the Prime Minister

How does the good practice affect the numerical value of the performance indicator

In November 2006 the target of 40.000 filled vacancies was reached

Has there been scepticism among (external or internal) experts vis-à-vis the good practice?

One may say that the hardest to place young job-seekers were not reached. This will be the challenge for the coming years.

7.2
Focus on Work

PES contact details

Name of the PES:	Central Organisation Work and Income
Name of the contact person: (Title)	Theo Keulen/Rolph Dols/Ronald Horsman
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General description of the good practice

Name of the good practice	Vacancies Offensive in the framework of the Project "Focus on Work"
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Reasons for introducing the good practice

In January 2003 the Council for Work and Income (an advisory body to the Minister of Social Affairs and Employment) advised the Minister launch a Vacancies Offensive. The reason behind this advice was the urgency to expand the capacity of CWI ,which was mainly used for benefit intakes (administrative tasks) . Little capacity was left for services to employers/filling vacancies.
No vacancies ,no business

What is the Goal of the good practice?

To increase the number of vacancies posted to CWI's and to increase the number of vacancies filled actively by CWI's

General description of the good practice - continued

What is the basic idea of the good practice?

To offer a clear package of services to employers, by increasing the number of staff specially dedicated to deliver services to employers /filling their vacancies in specific sectors. This would enable to reach higher outputs (additional to the yearly plan).

When was the good practice introduced?

This activity knows two tranches : 1September 2003- 31 December 2003 and 1 April 2004 -1 July 2005. This interruption was caused by a delay in processing the ESF subsidy.

Description of the good practice

In 52 local CWI extra staff was hired to deliver the services. This additional staff was financed by ESF subsidy. Together with own staff dedicated teams were installed. The concept of service delivery: within 72 hours a reaction to employer who had posted a vacancy with regard to which service will be delivered, 1 to 1 relationship (personalised services), pro-active mediation and after sale. This activity was supported by communication actions (advertisements in newspapers, radio, jobfairs etc). The service within 72 hours was focused to inform the employer about the possibility of referring people (when and how much), to discuss with the employer how to give access to their vacancies (publishing on white boards in local offices, advertising on the CWI website –open or half closed) and advising the employer on other ways of recruitment in the case CWI isn't able to fill the vacancies. The extra staff was hired from the private temporary employment agencies.

General description of the good practice - continued

Who are the main agents of this good practice?

Advisors work and income at the local offices

How are the participants (or addressees) of the good practice selected?

The main focus was in the beginning on specific sectors which were indicated by the Council for Work and Income. In practice all employers were included.

How large is the share of customers affected by the good practice?

- A) less than 10 per cent
- B) 11 to 50 per cent
- C) more than 50 per cent

The very concrete objective was the filling of an additional number of vacancies. For the running period of 1 April 2004 to 1 July 2005 13.500 vacancies should be filled in addition to the targets in annual plan.

Operational aspects

How many organizational units (in regional or functional terms) are involved?

52 local CWI's

Do the units involved operate

As part of the PES

- A) as part of the PES?
- B) on a contractual basis with the PES?
- C) independently of the PES?

Resources affected by the introduction of the good practice

Which resources are made available to carry out the good practice as designed?

200 advisors out of which 100 were financed by ESF. In total ca 16 million and additional (extra) resources for communication ca 0,2 million

Which share of the total financial resources of the PES is allocated to the good practice?

3-4%

Has the introduction of the good practice caused a shift of PES resources away from other programmes?

no

Does the good practice incur »costs« (other than monetary and personnel resources) for the PES?

no

Impact on core processes

How does the good practice fit into the general strategy of the PES?

This practice fitted in the general strategy of CWI to engage more employers in its business by offering more vacancies to CWI (promoting transparency on the labour market) as well as filling vacancies actively by mediation of non working job-seekers (reducing dependency on benefits)

The good practice has an impact on the core (sub) process

Servicing and supporting the employers in their search for suitable candidates but also for job-seekers in getting a job. The main focus is however the service delivery to employers.

- **Servicing and supporting job seekers (CP 1)**
 - A) registration, customer profiling (CP 1.1)
 - B) supporting search for jobs (CP 1.2)
 - C) counseling on occupational perspectives (CP 1.3)
 - D) training and occupational rehabilitation (CP 1.4)
 - E) on the job coaching for special needs groups (CP 1.5)
- **Servicing and supporting employers (CP 2)**
 - A) supporting the search for candidates suitable for vacancies (CP 2.1)
 - B) supporting the management of collective dismissals (CP 2.2)
 - C) training of (prospective) employees »on demand« (CP 2.3)
 - D) supporting networks of employers (CP 2.4)

Does the good practice:

- A) enhance the quality of a service provided?
- B) enlarge the customer base?
- C) cuts the costs of the service provided?

The quality of the service is enhanced ,by at the one hand the development of a clear concept. It has also enlarged the customers base. This may be illustrated by figures on posted vacancies and filled vacancies:

	Posted vacancies	Filled vacancies
2002	170.429	50.504
2003	185.628	62.738
2004	231.700	82.157
2005	292.480	97.211
2006	321.139	104.844

These results are achieved by the way services were organised (dedicated teams) and is not dependent on the regional labour market.

Impact on core processes - continued

Does the good practice enhance the probability of accomplishing the task set:

- A) through self service of the customer?
- B) through service provided by PES staff?
- C) through services of a third party?

As already noticed the task was set by services which are provided by PES staff.

Is there a positive spill-over of the good practice to other core sub-processes in the PES (»synergy«)

- A) to a small extent?
- B) to a considerable extent?
- C) to a great extent?

The results of the vacancies offensive have a clear impact on the service delivery to employers. In most of the local offices vacancies teams are in place. It has a very considerable effect on defining the services of PES. Employers are in the focus of our business, more and more demand led services, specific sectoral service point in our offices, work to work mediation

Is the good practice mainly

- A) an input to further input?
- B) an input that controls a specific output directly?
- C) an input that translates directly into an output which strongly controls impact?

By allocating dedicated staff to specific services to employers in combination with a challenging goal-setting has resulted in very positive outcomes.

One of the objectives in the annual plan concerns the number of vacancies which should be filled actively. The achievement is monitored every 4 weeks.

***Consequences of implementing
the good practice***

Has the good practice been evaluated by independent experts?

- A) yes, by independent experts on basis of an estimation
- B) yes, by independent experts on basis of data
- C) yes, by internal experts on basis of an estimation
- D) yes, by internal experts on basis of data
- E) no

At the end of running period of the vacancies offensive independent experts (ECORYS) have evaluated the practice on basis of data as well as by questionnaires to the involved actors and employers.

In the comprehensive conclusion of this evaluation study it stated that this offensive has positively worked. The market share and market reach has increased. With regard to the extra services the employers were highly satisfied.

Is there room for improvement in the implementation of the good practice?

As usual there room for improvement like raising the filling quote, more profiling the function of mediation, more personalised service to employers , co-operation with temp agencies etc etc

Have there been major revisions in the implementation of the good practice?

The creation of the position of national and regional (district) client-group managers employers who are responsible for improving the quality of services and for further developments of services in accordance with the needs of the employers.
Quarterly survey on satisfaction targeted on improving the services

Consequences of implementing the good practice - continued

How have the employees of the PES perceived the introduction of the good practice in terms of their own performance and career with the PES?

In the evaluation employees are asked to give their opinion on this practice. Without striving to completeness some remarks are listed. Vacancies offensive is a catalyst for the function as mediator. Mediation should be a core product. Vacancies offensive should be integrated in regular service delivery. Development of uniform and recognisable product. Still room for improvement. Clear preference for personalised service to employers. Improvement of automatic matching as a tool to support mediation. Improvement of intake of vacancies. Upgrading of job-seekers.

Has the (potential) impact of the introduction on established routines of providing services been explicitly addressed by a »change management process«?

No

Has the introduction of the good practice changed the perception of the quality of PES services by customers/political decision makers/ the general public?

Yes, as already stated the evaluation showed a high satisfaction under employers. The employers also indicated that at the occasion of a next vacancy they will post this to CWI. The opinion of social partners is positive in the sense that an impulse is given to demand targeted service delivery. The associations of employers are still critical about the role of CWI as mediator of job-ready job-seekers. Social partners are aware of the limited resources in relation to their expectations.

How does the good practice affect directly or indirectly one of the performance indicators?

As already presented the number of vacancies which are posted to CWI has increased as well as the number of vacancies which are actively filled.

How does the good practice affect the numerical value of the performance indicator

See above

Has there been scepticism among (external or internal) experts vis-à-vis the good practice?

If there is some scepticism, it concerns the questions if CWI will be able to shift from supply targeted to a more demand led approach. This will be the challenge to prove that CWI will be servicing the employers respecting their needs (client orientation).

8

ESS Slovenia

8.1	<i>“Employment corner” – job-search support (description of a pilot project)</i>	127
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8.1
“Employment corner” – job-search support
(description of a pilot project)

PES contact details

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General description of the good practice

Name of the good practice	“Employment corner” – job-search support (description of a pilot project)
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Reasons for introducing the good practice

Pilot project was introduced as a new form to already existent job-search support services and programmes, which could be divided among two groups:

A) Job-search support provided by ESS:

- short information seminar for all newly registered unemployed,
- face to face employment interview and individual employment plan,
- individual (in-debt) vocational counselling,
- group counselling and motivation sessions,
- self-service information and Internet job-search support;

B) Job search support provided within ALMP by external providers:

- job-search motivation work-shops,
- occupational goals and job-search methods – workshops for different unemployed groups,
- job clubs.

“Employment corner” was introduced as a pilot form of additional job-search support to those already provided by ESS (A). It was introduced in Ljubljana, the largest Local employment office.

General description of the good practice – continued

What is the Goal of the good practice?

- To provide a new form of intensive job-search support to unemployed on a daily basis, whenever a person needs it.
- To offer unemployed a form of job-search assistance which they can use on voluntary basis; only in the case they agree upon having Corner in employment plan, it becomes an obligation. Obligation/sanction approach is otherwise applied to all others job-search support services and programmes (A,B).

What is the basic idea of the good practice?

- “Employment Corner” was introduced to:
- enable unemployed to get an assistance in job-search activities, adapted to their individual needs,
 - to get better knowledge of professional competences of unemployed and enable them to prepare adequate presentations to the employers,
 - intensify job-search activities, prevent unemployed from discouragement and shorten their unemployment spell,
 - enable unemployed to use information and IT equipment and offer them assistance in using them,
 - create a possibility for mutual help and solidarity behaviour among unemployed.

When was the good practice introduced?

It was introduced in 2005 (March) as a pilot project in Ljubljana, the largest Local employment office. During 2006, 4 other ESS regional Offices started gradually with introduction of “Employment Corners”.

General description of the good practice – continued

Description of the good practice

Within ESS Regional Office Ljubljana – local office Ljubljana, a Centre for vocational guidance and information (CVGI) has been in place since 1997. It offers free access to written and computer based information (job-search, career guidance, education, training, etc.), self-assessment tools, but they can get a scheduled appointment for individual counselling as well. Its information and services are free and open for all. “Employment corner” was established within CVGI as a separate room with selected information material, daily newspapers, computers with Internet access, phones, and presence of one or two employment counsellors. The unemployed decide by themselves how often during a week they will come as well as if they want to join a short job-search counselling sessions (sources of information, job application and interview) which are regularly carried-out by employment counsellors. Apart of information, they can get a very concrete help to their needs and questions. Just to mention the most typical:

- how to start with job-search, how to define “my employment goals” ,
- what a good job application should include,
- which job-search methods could be used,
- how to assess his/her relevant knowledge, working experience competences, skills etc. and how to present them in job application and CV,
- what is important for employment interview,
- how to “deal” with personal characteristics which unemployed think they could influence their job-search out-comes: too old, too young, no working experience and similar concerns,
- poor writing and computer literacy, etc.

Who are the main agents of this good practice?

The initiative for Corner was given by employment counsellors in Local office Ljubljana. It was then elaborated in co-operation with Department for employment in Central Office. The introduction and implementation was done by ESS Regional and Local Office Ljubljana.

General description of the good practice – continued

How are the participants (or addressees) of the good practice selected?

All unemployed in LO Ljubljana get the information about this possibility, some of them get additional recommendation by employment counsellor to visit it regularly. Decision, however, is entirely on unemployed and no sanctions are taken if they are not willing to participate. Therefore not all persons that are visiting Corner are recorded or documented in the unemployment register. This is important part of its concept, trying to help those who recognise by themselves the need and interest to use it. The Corner's visitors are unemployed from different groups – short-term unemployed, long-term unemployed, men and women, with all levels of education and with different work experience. Among the visitors are sometimes also job-seekers who are employed and try to find another job. Due to lack of resources, they are offered only information related to job vacancies and self-service job-search possibilities (on Internet, ect.).

How large is the share of customers affected by the good practice?

- A) less than 10 per cent
- B) 11 to 50 per cent
- C) more than 50 per cent

Statistics is available only for persons that agreed on having a Corner in their individual employment plans (taken as obligation that is followed-up). The share in average unemployment, LO Ljubljana: around 5 % for 2005 and 2006.

For others, only the number of visits is counted: 575 as month average in 2006 and 492 in 2005.

Operational aspects

How many organizational units (in regional or functional terms) are involved?

Regional Office is responsible for work organisation and use of staff and other resources in all LO within region. The management of Regional Office has to do all organisational and operational planning with close co-operation with Local Office. Department for employment in Central Office follows-up the activity in LO Ljubljana, stimulates dissemination of Corner to other Regional/Local Offices.

Do the units involved operate

- A) as part of the PES?
- B) on a contractual basis with the PES?
- C) independently of the PES?

A) As a part of PES (ESS).

Resources affected by the introduction of the good practice

Which resources are made available to carry out the good practice as designed?

Employment counsellors who work in Corners are from existent Local Office staff. Their time for working with clients was partially rescheduled and reorganized. They actually do the same job, but in another form, which at the same time includes work with more unemployed (group dynamics). Other equipment (computers with Internet connections, phones, newspapers, written material, etc.) was made available from already existent equipment.

Which share of the total financial resources of the PES is allocated to the good practice?

No extra financial or staff resources were provided for implementation.

Has the introduction of the good practice caused a shift of PES resources away from other programmes?

No, it has not. The "Employment corner" has been introduced as new form of working with unemployed. Working schedule of employment counsellors was adjusted to this form, which means that instead of being on disposal for non-scheduled visits of unemployed, they do their work in Corner.

Does the good practice incur »costs« (other than monetary and personnel resources) for the PES?

No.

Impact on core processes

How does the good practice fit into the general strategy of the PES?

It fits entirely. It enables and encourages persons for active job-search from the very beginning, with accessibility to job-search support according to individual's needs and whenever the person wants the information, support or counselling. It could be seen also as practice which is aimed to prevent long-term unemployment.
The value added: self-help and solidarity among unemployed.

The good practice has an impact on the core (sub) process

C.P. 1.2
C.P. 1.3

- ***Servicing and supporting job seekers (CP 1)***
 - A) registration, customer profiling (CP 1.1)
 - B) supporting search for jobs (CP 1.2)
 - C) counseling on occupational perspectives (CP 1.3)
 - D) training and occupational rehabilitation (CP 1.4)
 - E) on the job coaching for special needs groups (CP 1.5)
 - ***Servicing and supporting employers (CP 2)***
 - A) supporting the search for candidates suitable for vacancies (CP 2.1)
 - B) supporting the management of collective dismissals (CP 2.2)
 - C) training of (prospective) employees »on demand« (CP 2.3)
 - D) supporting networks of employers (CP 2.4)
-

Does the good practice:

- A) enhance the quality of a service provided?
 - B) enlarge the customer base?
 - C) cuts the costs of the service provided?
-

A) Unemployed are provided with more directly accessible services.

Impact on core processes - continued

Does the good practice enhance the probability of accomplishing the task set:

- A) through self service of the customer?
- B) through service provided by PES staff?
- C) through services of a third party?

A) & B) – Yes.

Is there a positive spill-over of the good practice to other core sub-processes in the PES («synergy»)

- A) to a small extent?
- B) to a considerable extent?
- C) to a great extent?

Synergy is related with Core Process 2.1. – more efficient job-search and matching. For those who are involved, B) modality.

For overall ESS core sub-processes, the spill-over will increase along with increasing number of Regional/Local offices with Corners in place.

Is the good practice mainly

- A) an input to further input?
- B) an input that controls a specific output directly?
- C) an input that translates directly into an output which strongly controls impact?

For the time being: A)

Consequences of implementing the good practice

Has the good practice been evaluated by independent experts?

- A) yes, by independent experts on basis of an estimation
- B) yes, by independent experts on basis of data
- C) yes, by internal experts on basis of an estimation
- D) yes, by internal experts on basis of data
- E) no

C) It has been evaluated by employment counsellors on the basis of their experiences, observations and contacts with unemployed.

Evaluations emphasized:

- better in-sight of unemployed persons' concrete needs and expectations during job-search;
- better knowledge for designing the job-search programmes within ALMP that are provided on the contract basis by external providers,
- satisfaction of unemployed users who in many cases recommended Corners to other unemployed,
- constructive climate in Corners, characterised by mutual help and exchange of information among unemployed;
- about half of those who found employment, returned to Corner in order to report and describe their success.

Is there room for improvement in the implementation of the good practice?

Yes, the services in Corner could be improved if more staff, equipment and space will be available. At the same time, the need of additional support has been noticed - some unemployed need more than just information and counselling, but also advocacy. Due to lack of staff, Corner is primary meant for unemployed but could be very useful support for other job-seekers as well.

Have there been major revisions in the implementation of the good practice?

No.
(More concentrated on gradually dissemination to the other Regional/ Local offices).

Consequences of implementing the good practice - continued

How have the employees of the PES perceived the introduction of the good practice in terms of their own performance and career with the PES?

It is already mentioned, that the idea for Corner came from employment counsellors in LO Ljubljana. They made presentations of gained experience to other colleagues. During 2006 four Regional Offices started to introduce them (mostly in larger Local Offices). The attitude towards Corner among staff is positive.

Has the (potential) impact of the introduction on established routines of providing services been explicitly addressed by a »change management process«?

To some extent, yes. During scheduled employment interviews, counsellors refer unemployed that have specific questions about their job-search to Corner. So, they get more time to discuss other, more relevant questions during the interview. It is also important, that part of the time for non-scheduled meetings with unemployed is devoted to Corner.

Has the introduction of the good practice changed the perception of the quality of PES services by customers/political decision makers/ the general public?

Customers/Unemployed/ who decide to visit the Corner are satisfied. They appreciate especially the presence of counsellors – personal help and advice.

How does the good practice affect directly or indirectly one of the performance indicators?

Activities carried-out in Corners are related directly to Q1 and Q2.

How does the good practice affect the numerical value of the performance indicator

For Q1 and Q2 were computed as ESS overall indicators, the influence of Corners could be only observed in the future, when they will be introduced in a greater number. For the Local Office Ljubljana we have these evidences:
 Annual % growth of unemployed who made transition into employment: 2005: 2,4%; 2006: 5 % and
 % growth of average unemployment: 2005: 4,7 % ; 2006: - 2,1%

Has there been scepticism among (external or internal) experts vis-à-vis the good practice?

No, not aware of scepticism. On the other hand, lack of adequate space and equipment has been seen as limitation for expanding this activity. For the same reasons, specific statistics on visits has not been recorded.

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