



A DIGITAL STRATEGY PROVIDING DIRECTION FOR THE FRENCH PES TO MANAGE “A FULL TRANSITION INTO THE DIGITAL ERA BY DEVELOPING A NEW DIGITAL SERVICE OFFER THAT IS AVAILABLE TO ALL BY FOSTERING INNOVATION”.

PROMISING PES PRACTICE¹

Digital strategy of pôle emploi: “Overcoming a new stage of digital transformation together”.

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Making the digital service complementary to other services, used both internally and by jobseekers/employers.

Name of the PES

French PES (pôle emploi)

When was the practice implemented?

Since 2015.
The Digital strategy was prepared earlier as part of previous pilots and practices (linked to the French PES' 2015 Strategic Plan).

What was the driver for introducing the practice?
Was it internal or external?

Internal drivers for Digital strategy: the 2015-18 Tripartite Agreement and the French PES 2020 Strategic Plan.

Which organisation was involved in its implementation?

All units at all levels of the French PES: head office, regional, territorial and local PES.

What is the practice change/reform trying to achieve?

- ▶ To respond to service requirements and digital practices and challenges in the field of employment.
- ▶ To enable PES job counsellors to focus on support, particularly by freeing up their time thanks to new digital tools.
- ▶ To increase personalisation of services to better meet individual needs.
- ▶ To simplify communications between PES counsellors and jobseekers or employers in their caseloads.
- ▶ To improve the digital autonomy of jobseekers, as a key skill for going back to work.
- ▶ To help French PES partners benefit from the institution's achievements in terms of digital technology.

What activities are planned to deliver this?

The French PES digital strategy is based on the following 6 main areas of intervention:

- ▶ Simplified access to information and to online services of good quality: new web-based services to employers; new website homepage; expanding the range of services available on 'Emploi store' (user-centred online platform offering over 300 job-search and career guidance services from around 250 partners); mobile applications; online registration for jobseekers; e-training on 'Emploi store'; interview simulation tool.
- ▶ Jointly innovating and making the most of available data in order to enhance digital services.
- ▶ Developing more accessible online procedures and services, taking greater account of users' experiences.
- ▶ Enhancing jobseekers' digital autonomy.
- ▶ Developing the face-to-face / digital mix in services delivery.
- ▶ Putting digital technologies at the service of PES counsellors.

For each of these areas, a roll-out schedule and an operational roadmap were created.

1. Practices referring to promising changes/reforms/approaches.

What resources and other relevant organisational aspects were involved?

Throughout the digital strategy set-up process, stakeholders (Digital Service Offer Department, Operational Project Design Division, User Experience Division, Strategy Division, etc.) incorporated feedback from PES job counsellors in the field, with a view to repurposing, particularly in terms of implementation mechanisms. This repurposing makes the link between physical services and digital services, as well as their complementarity, which is the cornerstone of this new strategy.

A progress note presenting the digital strategy is regularly updated and is the common theme of the adaptation and planning of the strategy.

Training for PES managers and job counsellors was carried out. Different tools were made available to managers and job counsellors to communicate with each other (e.g. the *PÔLE network*), a special-edition programme "*Le Rendez-Vous*" was broadcast in-house, and several videos on the digital change of the French PES were made available on the intranet.

Digital ambassadors were made available to the regions and local offices to offer individual and collective support in the digital transition.

Young people in civic service were taken on as "support providers in the use of new digital tools and e-inclusion facilitators", tasked mainly with providing support to jobseekers.

Finally, specific communication, aimed both at jobseekers and employers, was carried out through various media.

What are the early observations and achievements?

Early observations and achievements made are as follows:

With regards the organisation:

- ▶ 2 200 Digital ambassadors have been "nominated" in local agencies.
- ▶ Digital innovation initiatives are further developing within the "internal start-up" scheme: 2 new intrapreneurship projects starting soon on 'Accreditation for Work Experience' and subsidy simulation.
- ▶ The IT Division of the French PES is progressively integrating the agile development methodology into the IT architecture (project-based operation of the IT Division with pre-testing of certain projects such as the redesign of the Recruiter Portal on pole-emploi.fr).

With regards counsellors:

- ▶ A DiGIT platform was set up, which makes a self-assessment tool available for all PES staff to foster internet and computer proficiency.
- ▶ Digital training aimed at PES counsellors has been intensified. The SIRHUS platform (the PES' online training environment) has been deployed and the existing 5 digital training courses will be digitised.
- ▶ On the online social network (PÔLE), thematic communities have been created where all employees can express themselves and exchange good practices.
- ▶ The tool "My Personal Assistant" was pilot-tested in 12 local offices (6 regions) during the 2nd quarter of 2017, and made available online at pole-emploi.fr for all jobseekers.

With regards services:

- ▶ Digital tools for different PES services are further developed by increasing their performance (e.g. a search engine project and creation of new services for 'Emploi Store'), making them more accessible (e.g. full deployment of API calls) and/or user-friendly. 'Emploi Store Ideas', and 'Emploi Store Developers' help those who are starting up and fosters co-innovation for new design and services.
- ▶ Consideration of user experience has been reinforced in the design of services. Additional hardware (i.e. tablets) will be made available to PES counsellors in order to facilitate communication with employers as a first step with jobseekers.
- ▶ Digital empowerment workshops are being developed in local offices and with local partners. The rolling out of video contact procedures for all interested jobseekers and PES job counsellors is in progress.



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