



**A ONE-STOP-SHOP APPROACH WHICH BRINGS TOGETHER ALL AVAILABLE PES EMPLOYER SERVICES IN THE LOCAL PES OFFICES FOR EMPLOYERS**

## PES Offices for employers

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### SLOVENIA

Following low employer satisfaction with PES services, the Slovenian PES created offices for employers, which gradually expanded to all local PES offices across the country. The purpose of these offices is to provide a one-stop-shop approach for employers with integrated services that are delivered according to uniform standards. They aim to improve cooperation with employers and for PES to become more responsive to their needs and the labour market. The creation of these offices have increased employers' satisfaction with the responsiveness and availability of services provided, and fostered good cooperation between employers and the PES. This required strong and detailed planning from the beginning, and piloting the project at the outset. Good communication and cooperation is also necessary with all stakeholders involved, as well as a robust recruitment and education process for PES advisors working in the offices.

Name of the PES	Slovenian PES (Employment Service of Slovenia)
Scope of measure (a pilot project or a national reform)	National level
When was the practice implemented?	The pilot office was introduced in 2012. Due to its success, other offices began to open from 2013, and by 2014 all local PES offices in Slovenia had an office for employers. These are still in place.
What was the driver for introducing the practice? Was it internal or external?	<p>Feedback from employer satisfaction surveys and consultations with employers' associations revealed that employers felt the PES was not responsive enough to them. As a result, in 2012 the PES decided to implement a pilot project in Ljubljana, as the city with the largest number of employers in Slovenia, consisting of an office for employers with the aim of providing a one-stop-shop approach in service delivery to employers.</p> <p>The pilot was closely monitored and evaluated, and proved to have positive results. Employers and employers' associations provided very positive feedback on the pilot and therefore another large office was introduced in 2013 which also proved to be successful. This led to the Slovenian PES gradually introducing this approach to all local PES offices. By 2014, all local PES offices in Slovenia had an office for employers.</p>
Which organisation was involved in its implementation?	The Slovenian PES implemented the offices for employers, with support from employers' associations who were partners. The PES conducted surveys, visits, and annual meetings with them, and responded to their feedback.
Which groups were targeted by the practice?	<p>The main target group was employers, and in particular, employers who had not previously cooperated with the PES, either because employers were not aware of PES services, or previously had a negative experience in dealing with a local PES office.</p> <p>Prior to the introduction of the practice, the focus for PES counsellors was on supporting jobseekers as there was a large number of them, and few counsellors were available to support employers. Therefore, it was important for the Slovenian PES to target employers whose engagement with the PES had diminished or ceased.</p>
What were the practice's main objectives?	<p>The main objectives of the local offices for employers include the following:</p> <ul style="list-style-type: none"> <li>▶ to provide employers with an integrated service in one place;</li> <li>▶ to establish uniform standards of service delivery to employers; and</li> <li>▶ to improve cooperation with employers regarding their needs, the local environment and the labour market.</li> </ul> <p>Overall, the aim is for the Slovenian PES to react more promptly and successfully to employers' needs and to attract employers which had not previously cooperated with them.</p>

#### What activities were carried out?

The activities carried out include the following:

- ▶ The PES put together an implementation plan for a pilot office, where they determined how it would be organised. The plan outlined that the office should comprise of an advisor, an administrator providing administrative support to the advisors, a marketer, a lawyer, and a psychologist. It set out the office and staff objectives and what training staff will go through. Special training was developed, which underlined competences such as negotiations and sales knowledge that are needed to work with employers, and which PES counsellors<sup>1</sup> usually do not have.
- ▶ As part of the pilot project, the PES introduced a programme called the 'Employment Challenge' as a means for highly valued companies to offer job vacancies through the PES and promote employment of unemployed persons with such companies.
- ▶ As part of the Employment Challenge programme the PES provides a selection of candidates to the employer and the candidates are then personally introduced to the company. Following this introduction, an open day is held where candidates receive a task they have to solve.
- ▶ The winner is decided by a commission comprised of all project partners: the Employment Service of Slovenia, the Manager Association (a large employers' association) and Dnevnik newspaper (a daily newspaper published in Ljubljana).
- ▶ The Minister of Labour and Social Affairs awards the winner of the challenge with an offer of employment with that company.
- ▶ All finalists receive written recognition for their cooperation and a reference, which are useful to further their job search.
- ▶ Employers who take part in this challenge are considered to be highly valued companies, and there is a lot of publicity and media coverage surrounding the programme.
- ▶ The project boosted the pilot office's rating in the PES and improved the PES' public image. It demonstrated that the PES has the ability to make difficult selections of highly skilled candidates for the most highly valued companies, and paved the way for new services in the PES. The programme is still ongoing.
- ▶ Offices for employers were then gradually rolled out to all local PES offices in Slovenia. They provide a one-stop-shop approach where employers are provided with a number of services and support, including labour market information, vacancy announcements, job placements and brokerage, expert selection and referral of motivated candidates, active employment policy measures such as subsidies, training, and tailor-made programmes developed according to the needs of the employer and their size, sector and region. These offices also provide assistance in the case of larger redundancies or bankruptcy.
- ▶ Offices for employers hold employment fairs, seminars and employers' days, and visit the companies. They also cooperate with employers' associations on a local level.
- ▶ The offices for employers are not all the same, as they are organised according to the employers' needs and number of staff employed in the local offices. Nevertheless, they use the same overall one-stop-shop approach and deliver the same types of services.
- ▶ New services are being developed in the offices, as well as tailor-made programmes at the local level. For example, a 'speed dating' programme has been implemented where the employer can get quick first impressions of candidates. This is done for 20-30 people and is very quick, so the employer does not waste time. It has proven to be very successful.

#### What resources and other relevant organisational aspects were involved?

Through the annual plans, the PES gradually managed capacity and redirected staff to organise offices for employers. Funding was allocated within the PES budget to support this.

#### What were the source(s) of funding?

The PES national budget. There were no special financial resources allocated to these offices, but the finances were managed within the PES budget.

#### What were the outputs of the practice: people reached and products?

The outputs of the practice include the following:

- ▶ Offices for employers have been set up in all local PES offices in Slovenia. There are now a larger number of PES staff working on employer-oriented services, and advisors are conducting more visits to employers. The total number of employers' visits over the years has increased from 1 704 visits in 2011 to 3 717 visits in 2015.<sup>2</sup>

1. PES counsellors are normal PES staff trained to be PES counsellors with training in how to work with employers.

2. Employment Service of the Republic of Slovenia (2017). Analysis of services for employers at the Employment Service of Slovenia. This document is only available in Slovenian.

- ▶ A Customer Relationship Management (CRM) application was created by the PES to monitor cooperation with employers. Data is recorded from the applications used by advisors, as well as through the exchange of data from other institutions, e.g. the financial office, labour inspectorates and the media. All of this data is collected and displayed centrally in one location on the CRM application. This makes it easier and quicker for advisors to work, as all of the information they need on an employer is easily accessible. For instance, they do not have to read the news every day to find information on employers; this is collected for them by other PES staff and stored in the CRM application.
- ▶ The PES monitor the number of job vacancies filled through their services and measures the outcomes of job vacancies.
- ▶ They also monitor and track the content and the number of employer visits and meetings. This aspect is still at the planning stages and is relatively new for the PES, as they are currently developing monitoring indicators.
- ▶ An analysis was conducted in 2016 by the PES of all offices for employers and the service delivery to employers.<sup>3</sup> The PES visited all offices and an online survey was conducted with both advisors and employers. The PES measure employers' satisfaction every year, as well as after every job brokerage they do.

#### What outcomes have been identified?

Overall, the PES achieved positive effects and good cooperation with employers and associations through the offices for employers. The PES received positive feedback from employers and associations at all meetings and joint events. Advisors working in these offices are well aware of the needs of employers and are now more responsive to these needs. Employers' satisfaction is growing - results from the yearly employer satisfaction survey show that employers rated the offices for employers 4.14 out of 5, which was an improvement from previous years when the rating was around 3. Furthermore, 90% of employers responded that they are satisfied with the offices for employers, and in general employers are now more satisfied with the responsiveness and availability of the services provided by the PES offices for employers and the advisors working in them.

#### What are the lessons learnt and success factors?

A key challenge faced by the Slovenian PES was selecting the right employees (hired internally) to work as advisors to employers. PES staff were previously more focused on jobseekers and mainly had competences in this area. However, working with employers requires a lot of other competences, including sales, negotiation, and knowledge of the labour market economy. It is therefore important to have a strong education and training plan in place for PES employees who want to work as advisors in offices for employers.

Another challenge faced by the PES was related to the limited communication between PES advisors for employers and PES counsellors for jobseekers. As they tend to work with separate groups, they are fairly segmented. The PES is therefore trying different ways of improving cooperation and communication between these two staff groups.

Implementing an initial pilot project was also key to understanding what works well. By planning this pilot thoroughly and evaluating it, the PES was able to refine their approach and be in a stronger position to expand the offices.

It is also necessary to have a good communication plan and promotion of the measure for both internal and external stakeholders, especially employers, so that they are all aware of the PES' plans and how the offices for employers are evolving. Good cooperation with employers' associations and other partners in the community is also required.

<sup>3</sup>. *Ibid.*



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