

Employers 2020 Strategy

THE SLOVENIAN PES (ESS) EMPLOYERS
2020 STRATEGY SETS OUT GUIDELINES
AND ACTIVITIES TO ENSURE THE
DEVELOPMENT AND RADICAL REVAMP OF
SERVICES TO EMPLOYERS IN A PRO-ACTIVE
AND PARTNER-ORIENTED MANNER

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SLOVENIA

It was clear that a re-design of the service model for employers was required in order to develop the demand-side aspects of the PES operational approach. There was a big challenge to better target employers by adjusting services to specific needs of individual employers and employers groups (customer individualisation and segmentation principles). Slovenian PES job vacancy market share needed to be increased, particularly to assist the job placement of vulnerable groups. A main challenge was the need to promote the Slovenian PES's role in partnership building among key labour market stakeholders.

Name of the PES

ZRSZ
Zavod Republike Slovenije za zaposlovanje
Employment Service of Slovenia (ESS)

When was the practice implemented?

On-going

What were the practice's main objectives?

The Employer Strategy is built upon the Slovenian PES overall strategic orientation to become a key institution on the labour market (ESS 2020 Development Strategy).

Strategic objectives:

1. All services for employers will be offered in one place (one-stop-shop in service delivery for employers – 'Offices for employers'; Employers' Web Portal).
2. Services will be tailored to the enterprise size, sector and region.
3. The cooperation with employer associations and other labour market stakeholders will be strengthened at local, regional, national and EU level.
4. Slovenian PES employees will receive continuous training to gain the necessary competences for a market-based and pro-active approach in working with employers.

What activities were/are carried out?

The achievement of the four main strategic objectives are supported by the following main activities:

First objective

- Setting up of 12 'Offices for Employers'.
- Up to a third counsellors at local and regional level to provide employer-centred services.
- Establishing an Employers' Office at the Central level for coordination, development and standardisation of employer-targeted services.

Second objective

- Various approaches and services to be adapted to the needs of micro, small, medium and large enterprises as well as to the specificities of individual economic sector and branches; special personal attention given to small employers (more comprehensive and in-depth services).
- Further development of Employers' Web Portal by offering all Slovenian PES services through the e-service channel (including exchange of documents related to ALMP and Work Permits).
- Competency model to be elaborated in order to improve job matching, dealing with LM bottlenecks and to allow better assessment of job seekers competencies in recruiting processes (including application of psychometric assessment methods).
- Counsellors for employers to develop closer relations with employers in order to get acquainted with jobs, occupations in different sectors and skills needs.

What outcomes/results have been achieved?

Third objective

- ▶ Encouragement of social responsibility among employers through Slovenian PES activities of promoting training as well as job opportunities for unemployed vulnerable persons.
- ▶ Different approaches and methods implemented for timely anticipation of LM needs (employers' survey, investigation of competencies and skills requirements in the leading branch companies, cooperation with research institutions in the area of medium-term development of LM needs).
- ▶ Intensive cooperation with educational programme providers established in order to facilitate them in the creation of tailor-made training programmes based on identified specific employer's needs; local execution of these programmes in shorter time frames will help employers fill the skill gaps more quickly.

- ▶ From January to November 2015 the number of activities and events for employers increased more than 100% in comparison to 2014: 670 different activities and events at all organisational levels were carried-out (139 speed dating, 404 group presentations of JV, 60 mini job fairs, 27 group meetings with employers, 8 job and career fairs and 2 Employment Challenges); (Employment Challenge is a project based recruitment method in collaboration with the best employers and includes competition among pre-selected candidates).
- ▶ In the first 10 months of 2015, the number of visits to employers increased by 10% in comparison with the same period in 2014.
- ▶ The 'Customer Relations Management' (CRM) back-office application has been upgraded in order to facilitate Slovenian PES activities with employers. CRM keeps records of all contacts with employers, e.g. visits to employers, group meetings with employers, telephone contacts and other information from media and the local environment. All relevant data from different Slovenian PES databases are imported to CRM, allowing Slovenian PES staff to monitor different forms of cooperation at the level of individual employer and groups of employers (by size, location, branches, etc.). CRM is the main tool for planning as well as for monitoring the activities with employers.
- ▶ In June 2015, the National Employer Day was organised for micro and small enterprises. Slovenian PES advisers paid visits to 654 employers and presented their services, got acquainted with the various workplaces and identified concrete needs. In cooperation with the Chamber of Commerce and Industry of Slovenia, a National Economy Open Doors Day was organised aimed at promoting bottleneck occupations among primary school students, their parents and teachers.
- ▶ On the basis of monitoring employers' skills needs, a tendering scheme for tailored training programmes has been elaborated. The scheme is based on the Slovenian PES coordination with training providers and employers in order to design new tailor-made training programmes. Several new programmes were designed and implemented (e.g. butchers salespersons, choppers and lorry drivers).

The leading quantitative targets already included in the Slovenian PES Employers 2020 Strategy are:

- ▶ by 2020, the satisfaction of employers with Slovenian PES services will be at least 4 (on a scale from 1 to 5);
- ▶ each year, we will perform at least 12 activities¹ aimed at encouraging social responsibility through the promotion of employment of vulnerable groups.

Monitoring of annual achievements will be ensured on regular basis through management and staff meetings at all organisational levels, supported by analysis of annual quantitative performance indicators.

The Slovenian PES management encourages creation of innovative practices at local level in a structured and systematic way.

1. Activities aimed at encouraging social responsibility are for example: Employment and Career Challenges, employment fairs, the creation of new public works programmes, social entrepreneurship, active participation in projects at the local, regional and national level which encourage social innovations, etc.

What are the lessons learnt
and success factors?

A key success factor of the development of Slovenian PES Employers 2020 Strategy is the use of a bottom-up and top-down approach. Another key factor is that after the employer strategy was adopted, it was intensively communicated to all organisational units. This increased the ownership of the strategy among Slovenian PES staff.

The buy-in of employers is key to the success of the strategy and it was inter-alia presented to employers' associations and to members of the Slovenian PES Administrative Council. The presentations to employers and social partners also allowed for the collection of feedback. The feedback is positive and supportive. The strategy is on-going and lessons will be continually learned as we go on and more success factors identified along the way.



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