



## DENMARK

Jobnet is an online group of solutions, which aims to make job search and vacancy-filling more effective through the refinement and sharing of data, and user-friendly and customised functionality.

# Jobnet (Jobnet.dk)

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Jobnet represents the labour market policy principles of empowerment of jobseekers, customisation of services, and user-friendliness. Jobnet allows jobseekers to search amongst all job vacancies in Denmark. It also enables jobcentres, Unemployment Insurance Funds (UIF), employers, and jobseekers to better communicate and exchange information, as well as enabling job counsellors to monitor job-seeking activities, and employers to find suitable candidates for vacancies.

Jobnet is used a lot and user feedback is positive. Key lessons learnt include future proofing technology, creating a common understanding and commitment across stakeholders, establishing an 'agile' tendering process with IT vendors (collaborative, creative and flexible), and pro-actively supporting jobseekers to use Jobnet.

Name of the PES

The Danish Agency for Labour Market and Recruitment (STAR)

Scope of measure

National

When was the practice implemented?

Since 2002.

Jobnet has undergone significant development since 2002 when it was first established. It started as a simple database for curriculum vitae (CVs).

In 2007 it became mandatory for all public employers to publish their vacancies on Jobnet. From 2008, all people claiming unemployment benefit had to register on Jobnet, where they create a digital CV, which can be searched by employers.

In 2014 it became mandatory for jobseekers to log their job-seeking activities on Jobnet and to book meetings with job counsellors at Job Centres and UIFs.

In 2015, 'JobKon' (Jobnet for job counsellors/caseworkers) was added to the Jobnet family, whereby job counsellors have access to the system.

In 2017 Jobnet for employers ('JobAG'), which until then was integrated in Jobnet, got its own portal (though still closely integrated with Jobnet) with a totally new design, improved CV search facilities and better functionalities regarding creating/publishing job advertisements.

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

The recent driver for Jobnet developments has been labour market reforms, and digitalisation of public employment services. In the 2013/2014 employment and social security reforms the aim was to support jobseekers in finding a suitable job in an effective way.

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The aim to provide simplified and customer-focused labour market services reflects the current effort to simplify labour market legislation.

Which organisation was involved in its implementation?

The organisations involved include the following:

- ▶ STAR – the Danish PES, is responsible for implementing and running labour market policy in Denmark. The Danish PES' three regional divisions support local job centres with the implementation of the employment reform, and support the development of employment initiatives across municipalities. The Danish PES has a Digitalisation and Support Office that is responsible for the operational design and implementation of Jobnet.
- ▶ Local Jobcentres and UIFs – are responsible for employment initiatives and services for jobseekers and employers. They are charged with procuring jobs for jobseekers and ensuring that companies find the labour they need. They assist all applicants in finding help and guidance on recruitment, job hunting or general information on the labour market.

	<ul style="list-style-type: none"> <li>▶ Jobcentres are owned by municipalities so are managed independently of the Danish PES and the Ministry of Labour, Family, Social Affairs and Equal Opportunities. Jobcentres are not directly involved in the design and implementation of Jobnet but job counsellors interact with Jobnet and the common IT-based database (DFDG) via online systems so that they can access relevant data and make use of Jobnet functionality. Job counsellors are also expected to inform clients about Jobnet and promote its effective use.</li> <li>▶ IT vendors – the Danish PES works very closely with external IT vendors in the design and implementation of Jobnet. This is done through an ‘agile’ process whereby the Danish PES and vendors work together in a collaborative, creative and flexible manner.</li> </ul>
<p>Which groups were targeted by the practice?</p>	<p>There are three major Jobnet-family user groups: jobseekers, employers, and job counsellors at jobcentres and UIFs.</p> <p>There are two groups of jobseekers that use Jobnet. One group is unemployment benefit clients, for whom registering a profile with Jobnet is mandatory and they must upload a CV, which becomes active on Jobnet so that employers can view it. The second group are not in receipt of unemployment benefit and do not have to register a profile. However, they may do so if they wish and get more advanced job-seeking services by creating a CV and providing details about career aspirations.</p>
<p>What were the practice’s main objectives?</p>	<p>The aim of Jobnet is to provide an online job search platform for unemployment benefit recipients and other jobseekers. Its functionality and underpinning client data system aims to offer customisation of services, and user-friendliness. Jobnet also offers a means of communication between unemployment benefit clients and PES authorities.</p>
<p>What activities were carried out?</p>	<p>Jobnet family is the public website for all jobseekers and employers in Denmark. Jobnet enables jobseekers to search for a job and employers to find a new employee.</p> <p>The key functions are as follows:</p> <ul style="list-style-type: none"> <li>▶ A CV-database.</li> <li>▶ Jobseekers can search amongst all job vacancies in Denmark. The ‘my page’ part contains suggested vacancies, based on user-inputted information.</li> <li>▶ Information on job searching, training and recruiting of new employees.</li> <li>▶ Communication and information exchange between Jobcentres/UIFs and users (JobKon).</li> <li>▶ Job counsellors can monitor job-seeking activities, and jobseeker users can track and demonstrate their activities.</li> <li>▶ Employers can search for employees and communicate with job counsellors (JobAG).</li> </ul> <p>An upcoming development to Jobnet is to develop the service into a ‘Virtual Job center’. This represents a shift towards even more differentiated/tailored content and functionality. Data will be enriched and be subject to more distribution and sharing, and will be better presented to users. The more effective use and accessibility of data will have the following benefits:</p> <ul style="list-style-type: none"> <li>▶ For jobseekers, there will be differentiated information and advice targeted at specific groups of users.</li> <li>▶ For job counsellors, there will potentially be more effective and insightful conversations using targeted data about jobseekers.</li> <li>▶ For employers, vacancies will be better matched with jobseekers.</li> </ul> <p>Importantly, these three groups of users will each be able to access Jobnet via a specific dashboard. For jobseekers, the personalised dashboard will feature job adverts based on the user data held in the system. Similarly, for employers, a personalised dashboard will present potential matches for a vacancy. The dashboard format and functionality will remain consistent and not be subject to frequent changes when policy changes. The dashboards will be as simple and clean as possible.</p>
<p>What resources and other relevant organisational aspects were involved?</p>	<p>Funding for the design and development of Jobnet family comes from the budget of the Ministry of Labour. There was no significant displacement from other areas of work.</p> <p>There is a Digitalisation and Support Office that works closely with external IT companies.</p> <p>Municipalities, which own and run jobcentres, have their own budget and do not directly pay for Jobnet. However, they contribute to the delivery of Jobnet by supporting and promoting its use. They are also an important stakeholder since their own case working systems are in data connection with both Jobnet and DFDG (a common database housing master data for employment; DFDG brings together the case management systems in municipalities and UIFs, in conjunction with the central self-service at Jobnet). The same description applies for the UIF, which are state-funded private organisations. UIFs provide insurance for unemployment benefit clients against a fixed amount each month.</p> <p>Job counsellors can receive training on the functionality of Jobnet. Sometimes this is delivered by the Danish PES, but mostly it is through IT vendors and jobcentres.</p> <p>Employer associations were consulted on the design and functionality of JobAG in 2015 and 2016.</p>

What were the source(s) of funding?	The Danish PES, STAR.
What were the outputs of the practice: people reached and products?	<p>Jobnet</p> <ul style="list-style-type: none"> <li>▶ 3.6 million Jobnet visits in January 2018, of which around 1.2 million are unique visitors (based on Google analytics).</li> <li>▶ There are around 650 000 CVs uploaded onto Jobnet, 150 000 of which are 'active' CVs of unemployment benefit claimants.</li> <li>▶ 9 out of 10 jobseekers use Jobnet at least once a week</li> <li>▶ Around 95 % of users are looking at job adverts</li> <li>▶ Around 30 % of site traffic is related to the job searching function.</li> <li>▶ 9 out of 10 users read job offers on 'My Page'</li> <li>▶ Jobnet users search, on average, 12 jobs in a month</li> </ul> <p>JobAG (for Employers)</p> <ul style="list-style-type: none"> <li>▶ 28 000 visits in June 2018</li> <li>▶ 470 000 page views</li> </ul> <p>JobKon (for job counsellors)</p> <ul style="list-style-type: none"> <li>▶ 76 000 visits in June 2018</li> <li>▶ 600 000 page views</li> </ul>
What outcomes have been identified?	<p>The final outcome for individual users is not tracked.</p> <p>A survey of 1 400 Jobnet users found that 80 % are either 'satisfied' or 'very satisfied' with Jobnet. Positives outlined include the system of site navigation, the language, and the ease of job searching. Feedback from employers is positive.</p>
What are the lessons learnt and success factors?	<p>There are several lessons from implementation so far:</p> <ul style="list-style-type: none"> <li>▶ It is important to future proof technology as far as possible and keep up-to-date with developments. There is a great deal of technological complexity and change. For example, new web development coding and new platforms and devices often emerge, rendering past infrastructure defunct.</li> <li>▶ A lot of work is required to develop and maintain Mobile Apps on different platforms (e.g. iOS, Android, Windows Mobile) and the added value compared to responsive/adaptive websites seems minimal. Therefore, efforts to develop mobile Apps have been replaced by upgrading other web solutions.</li> <li>▶ Creating a common understanding and commitment across stakeholders has been very important.</li> <li>▶ The agile process with IT vendors, whereby the Danish PES and firms work together in a collaborative, and flexible manner, means that it is possible to handle frequent changes in requirements and orders, to adjust scope and functionality during the development process, have flexibility in scaling man-power, and minimise risks. Collaborative relationships with vendors also help to explore new ideas together and engage in joint problem-solving. This helps to keep vendors well invested in the project</li> <li>▶ Jobseekers should be pro-actively supported to make the best use of Jobnet. Job counsellors have an important role here to ensure that they can promote the optimal use of Jobnet by their clients.</li> <li>▶ The system should be developed and built gradually, and be separated into different modules. This helps also with security and countering system bugs and failures.</li> </ul> <p>There have been several implementation challenges:</p> <ul style="list-style-type: none"> <li>▶ The labour market situation changes rapidly and so Jobnet is constantly adapting and changing.</li> <li>▶ Continuous updating of job title classification is essential for an effective match between jobseekers and employers. This applies to both CV and job advertisements.</li> <li>▶ Successful digitalisation is not free, but on the other hand, it gives good results in terms of efficiency and more effective collaboration between the jobseeker, the job counsellor, and the employer.</li> </ul>



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