



Peer Review: 'PES and effective services for employers'

Pôle emploi, the French Public Employment Service (PES), hosted the third Peer Review of the PES to PES Dialogue in Paris on 19-20 January. Representatives from fifteen PES attended the meeting, with the aim of identifying good practice in delivering services to employers.

The key messages from the Peer Review include:

A comprehensive marketing strategy, specialised staff and innovative activities have been successfully used to reach more employers

Many PES aspire to increase the market share of employers they work with. A variety of sources of information and channels are available to PES to increase their reach, including contacts with chambers of commerce etc. Several PES have been able to use the contacts established with employers during restructuring situations to influence them to take on disadvantaged jobseekers when the economic situation improves.

Prospecting staff are employed by various PES to target employers, often with a sectoral focus. All PES emphasised the requirement for PES employer counsellors to have 'sales' skills, and in some cases, sectoral or human resources knowledge. A number of innovative activities were identified for reaching out to employers, including job fairs, speed dating, round tables and conferences.

Customer segmentation and agreements help to effectively differentiate the services offered according to the PES objectives

The segmentation of the employers targeted and the services they receive varies according to the goals of each PES. Despite most PES at the Peer Review emphasising that their service offer was universal, examples exist of service-level segmentation, depending either on the needs of the demand side to be serviced, or the identified needs of particular employer groups.

Engagement with multi-national employers can have multiplier effects at national level and across countries

Several PES, including France, focus on 'economies of scale' by targeting and making agreements with large employers that are able to offer a large number of vacancies. The Peer Review also identified the possibility of creating multipliers across countries by working with social employers to make similar commitments in all their operations across the EU.

Quality PES services are key to engage employers and make subsidies work

The clear identification of employer requirements, the valuing and certification of skills, including those acquired outside the workplace, the offer of pre-selection by PES, direct meetings with employers and more intensive after-placement support were considered by many PES to be more important than the offer of subsidies.

Monitoring of employer services should emphasise quantity as well as quality

Most PES seek to assess their interaction with employers through the share of vacancies gathered, the number of vacancies matched, and customer satisfaction surveys. Germany was among a limited number of countries that have developed more detailed indicators which include measuring the quality of interactions and the extent to which employer requirements are being met by PES. More information on the Peer Review is available [here](#).





Analytical paper: 'How to best structure services for employers?'

The paper examines how PES can structure services for employers to ensure that vacancies and jobseekers are efficiently matched and jobseekers are employable from the viewpoint of employers.

The paper examines:

- ways to create effective and lasting co-operation with employers;
- PES core service offer to employers;
- widening PES services to employers;
- performance measurement and results.

The main conclusions drawn by the paper include the following.

- Most PES have changed their organisation from jobseeker led to employer led in reaction to the relatively poor image of PES and jobseekers registered with the PES;
- The quality of PES staff and their knowledge of the labour market and employers' needs is of critical importance in pursuing a successful employer-led strategy; and
- PES need to orient their business models more towards consultancy services and the prevention of mass layoffs whilst retaining job matching services as a core PES activity.

The paper ends by noting that the challenges for PES are likely to change in the long term as labour will become scarce owing to demographic changes. Upskilling workers, enhancing job mobility and



bridging qualitative discrepancies between vacancies and those still without a job will become the main topics. This may require a considerable change in orientation for PES and different competencies for PES staff than currently available.

The paper will shortly be available [here](#).



What's next on PES to PES?

Dialogue Conferences

"Activation and integration: working with individual action plans", Brussels, Belgium, 8 - 9 March 2012

Dissemination conference, Brussels, Belgium, 19 - 20 September 2012

Peer Reviews

"PES and older workers", Nürnberg, Germany, 10 - 11 May 2012

Other analytical papers under preparation

"Performance management in PES"

"Job profiles and training for employment advisors"

"PES and innovation management"

Topics for further small-scale studies will be defined in agreement of the European Commission with the European network of Heads of Public Employment Services (HoPES).