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In collaboration with GHK and Budapest Institute

1. SERVICES FOR EMPLOYERS: OVERALL MISSION, STRATEGY AND PROFILE

1.1. What is the PES's overall mission and strategy in relation to employers?

The main tasks of the Employment Service of Slovenia (the ESS) in relation to employers are stated in the Labour Market Regulation Act (the Act) adopted in 2010 and in force since the beginning of 2011. On this statutory basis the mission of the ESS is to develop services that by timely and active mediation of suitable candidates enable employers to carry out effective business processes.

The cooperation, services and activities intended for employers are defined in the ESS strategic paper (in force since March 2011) and carried out on the basis of the two main principles: adjusted approach and strategic long-term planning. This means that the ESS adjusts its cooperation and services according to a concrete employer and a concrete supply of candidates systematically and strategically.

At the same time the ESS proactively follows-up and cooperates with employers in order to implement its preventive services in cases of redundancy and labour shortages as well as in obtaining comprehensive knowledge of employers' future needs.

1.2 How does the PES view its role via-à-vis employers?

Role	Importance of the role (scale 1 – 5, 1 is the least important, 5 is the most important)
Labour market advisor	3
Job broker and filler of vacancies	5
Human resource consultant	2
Partner in addressing the needs of jobseekers (in other words, a <i>means</i> to PES-service delivery, rather than an explicit client group)	4
Other (please specify):	<i>Proactive cooperation with employers facing redundancy 4</i>

1.3. Which services are offered only on a chargeable basis?

The Act gives us an opportunity to carry out services on a chargeable basis related to special counselling with regards to employers' human resource policies and

development. Yet, due to the ESS's limited capacities, we are not able to carry out most of the specialised services. However, the ESS does offer professional exams for temporary work agencies in the field of life-long vocational orientation and other educational programmes on a chargeable basis.

1.4. Are all services offered in all regions/localities or is there local discretion on what to offer and what not to offer?

All services are carried out in all regions and locations.

1.5 What services are currently offered to employers?

Type of service	Offered yes or no?	Brief operational description of services	Segmented or universal service?	Service delivered by which PES staff?
Collection and provision of labour market information	Yes	The notification of job vacancies with the ESS is compulsory in Slovenia. However, employers have the option of deciding whether they would like the ESS's active engagement in filling job vacancies or not. On the other hand, the compulsory notification of vacancies enables the ESS to collect and analyse the structure and competences of the entire current demand on the Slovenian labour market.		Employment advisers and special advisers. The main findings are communicated by our PR staff.
Drafting and posting of vacancies	Yes	A standardised form for job vacancy descriptions can be posted online or in paper form. A call centre provides phone support for vacancy intake.	Universal service	PR staff in cooperation with analytical staff.
Recruitment services	Yes	<p>The ESS offers employers the following activities:</p> <ul style="list-style-type: none"> • pre-selection of adequate job candidates and their direct referral to the employer (either by phone, SMS, e-mail or by post). In this case the ESS refers the number of candidates according to the employer's wishes; • organising speed-dating meetings between the employer and pre-selected candidates on ESS premises. The employer can present the requirements and competences needed for the job, while job-seekers have an opportunity to acquire information about the employer. The speed-dating meeting could (if the employer so wishes) result in <u>recruitment interviews</u> with interested candidates; 	Universal service	Employment advisers and special advisers.

		<ul style="list-style-type: none"> organising a meeting with preselected candidates in the employer's premises in the presence of an ESS employment adviser. When it comes to meetings with candidates from disadvantaged groups, the employment adviser takes an advocacy role in the interview; on the ESS web-page, a job-seeker is able to look up and select job vacancies. A job-seeker is able to receive job vacancy alerts in his/her inbox; on the ESS web-page employers are offered the option of having direct access to a job-seeker's CV database; the ESS organises local and regional job fairs with the main aim of establishing contacts between employers and jobseekers. the EURES services are integrated in our service model. 		
Human resource consultancy	Limited	<p>The ESS provides advice:</p> <ul style="list-style-type: none"> on the employment of disabled persons; on the possibilities of employing unemployed individuals from disadvantaged groups with the help of ALMP measures, (e.g. subsidies, on the job training, etc.). 	Universal service	Career counsellors and career counsellors for vocational rehabilitation.
Information and advice on subsidies and ALMP	Yes	<p>All important information is updated and available on the ESS web-pages. A call centre provides general as well as more specific information on ALMP measures.</p> <p>The ESS carries out local and regional meetings with employers, which are organised on a regular basis (twice a year).</p>	Universal service	<p>General advisers;</p> <p>Advisers for the ALMP programmes;</p>

		The ESS promotes ALMP measures via the mass media (including information campaigns).		Heads of local offices; PR staff.
Support for the integration of disadvantaged groups and the long-term unemployed before and/or after employment	Yes	In-depth career counselling for the activation of unemployed individuals to enter employment. In the case of subsidised employment, the ESS prepares the contract between the ESS and the employer. The ESS monitors the outcome of the subsidised employment by target groups.	Universal service	Career counsellors and career counsellors for vocational rehabilitation. The results are analysed by the Analysis Department.
Rapid response and redeployment for large-scale redundancies	Yes	In cases of mass redundancies, employers are obliged to notify the ESS on the redundancy process. In all such cases, the ESS establishes direct contact with employers. The cooperation takes the following forms: <ul style="list-style-type: none"> • identifying the number and the competence profile of the redundant workers; • providing information on the possibilities of re-employing workers on available job vacancies with other employers; • offering the workers being made redundant registry with the ESS for up to three months prior to the redundancy taking place. The ESS includes them in active job mediation; • the workers are offered career advice and workshops on job 		Counsellors for employers and heads of regional or local offices.

		<p>search methods and skills;</p> <ul style="list-style-type: none"> • if deemed necessary and according to the possibilities of re-employment, the ESS enrolls the redundant workers in requalification programmes. 		
Legal advice and support in relation to employment law	Limited	Only <u>basic</u> information and advice – mostly we refer employers to other institutions, which could provide them with further and more precise information.		Employment advisers on regional and local levels with a support of the Central Office – Employment and Legal Department.
Other service(s)		/		

1.6 On average, how many employers does the PES work with per year? What share is this of the total number of employers in the country?

According to the data provided by the Statistical Office of the Republic of Slovenia, in 2010 there were 165 959 active employers in Slovenia. In the same year, 30 241 employers made a compulsory notification of a job vacancy at the ESS, of which 12 572 asked the ESS for mediation support; 12 572 employers represent 7.6 % of a total number of employers in the country and 42 % of those who reported job vacancies were provided with the ESS active mediation services.

In this context we would like to add that in 2010 the total number of reported job vacancies was 174 613. The EES provided active mediation services in respect of 38 % of these vacancies.

1.7 What is the profile of the employers that PES typically work with?

It is not easy to provide precise statistics with regards to the number of employers by size that the ESS typically works with.

Nevertheless, from the data gathered through the job vacancy notification system we can estimate that small employers (up to nine employees) from the processing industry, catering, and building industry with headquarters in the eastern regions (Savinjska, Koroška, Pomurje) are more likely to cooperate with the ESS.

1.8 Are there some types of employers who are currently less likely to engage with the PES and why?

Employers with their own human resource departments are less likely to engage with the ESS. Though, they refer to the ESS more often when recruiting large numbers of workers with lower education qualifications or when facing labour shortages in relation to specialised profiles.

Further, we have noticed that the employers who are using temporary work agencies (TWA) exploit our services less frequently or not at all.

1.9 What are the services most used by employers and why?

All services related to mediation and supporting recruitment processes.

1.10 What financial resources are allocated to the services for employers compared to services for jobseekers?

It is difficult to estimate the financial resources allocated to the services for employers as the ESS does not follow up separately on the operational costs by different organisational functions. The services for employers are included in the services of local and regional offices, in the IT support as well as some other tasks provided at the central ESS level by different departments.

2. ORGANISATION OF THE SERVICES TO EMPLOYERS

2.1 Does the PES have specialist staff who provide services to employers?

Apart from very small ESS local offices (up to three employees), all other local offices have specialised advisers for employers. The advisers have a direct role in contacting employers, an active role in mediation support and recruitment activities, and a coordination role when deemed necessary, organising speed dating meetings in preparation for visits and activities aimed at employers facing mass redundancies, and they are further engaged in the preparations of local and regional job-fairs.

2.1.1 How is their work organised?

The advisers for employers are engaged with all employers in their locality. Large scale recruitment efforts by a single employer are supported by a coordinator in the regional ESS office. This kind of coordination is not necessarily limited to one region as more regional offices are included in order to meet the employers' labour needs.

2.1.2 What training and skills development do the specialist staff receive and for how long?

Counsellors working with employers received training in the fields of marketing, communication and negotiation. In 2011 the ESS carried out workshops to enhance counsellors' performance and the efficiency of recruitment methods as well as training aimed at improving their skills to establish contacts with employers who have not used the ESS recruitment methods yet. In addition, training was provided to EES counsellors to improve staff skills for the better identification of future recruitments needs. The average duration of training is two to three days.

2.2 Does the PES have generalist staff to work with employers?

The ESS has no specialised staff in the small local offices (up to three employees), staff provide all services.

2.2.1. How is their work organised?

It is difficult to estimate the work load management of counsellors since the problems facing employers differ significantly. A rough estimation would be that around 20-30 % of their overall time is dedicated to the work with employers.

2.2.2. What training and skills development do the generalist staff receive and for how long?

Please refer to point 2.1.2.

2.3 What partnership arrangements does the PES have in place to deliver the service to employers? What type of partner organisations and with what purpose?

The ESS cooperates on all levels (national, regional and local) with the Chamber of Commerce and Industry and with the Chamber of Crafts and Small Business. The cooperation is realised in the fields of promotion and preparation of information material – leaflets on occupations facing skill shortages; and the preparation of consultations for employers and job fairs.

In all three aspects we are paying special attention to preventive activities among young people still in education, informing them about job opportunities, thus trying to influence their future education choices. Such promotion is also targeted at unemployed individuals, who would like to increase their employability by engaging in different training programmes.

The ESS systematically cooperates with the mass media (TV, radio, newspapers) in the preparation and promotion of all services for job seekers and employers, for example: educational and promotional broadcasts on lifelong career orientation for pupils, students and job-seekers; promotion of deficit occupations; and informing unemployed individuals and jobseekers about job vacancies.

Moreover, the ESS also cooperates with private TWA in the field of job brokerage.

3. CONTACTING AND ENGAGING WITH EMPLOYERS

3.1 How does the PES identify, target and make initial contact with employers that could potentially benefit from the PES services?

As it is compulsory for employers to report job vacancies to the ESS, employers do contact the ESS. Yet, the ESS is actually engaged in recruitment and mediation support only upon the employers stated wish. For this reason, when contacted, the ESS has to proactively react to the current and potential needs of employers, namely by preparing (in cooperation with employers) an action plan, which consists of required activities, such as: visits based on the needs of the employer, pre-selection of adequate job candidates, speed-dating meetings with the employer and pre-selected candidates, regional consultations, and job fairs.

3.2 What tools, approaches and communication channels are used to develop a sustained contact and relationship with the employer and how effective are they? In particular, what is the most effective channel for initial contact?

When cooperating with employers, the ESS uses a multi-channelling approach (electronic, phone and personal channels). In 2010, employers reported that 75.9 % of all job vacancies via the e-channel. For more complex enquiries, the call centre played an important role in supporting employers' usage of the e-channel.

Personal contact, visits to employers' premises and semi-formal meetings proved to be most efficient in establishing good long-term relationships with an employer. We find e- and phone channels to be the most effective and efficient when providing general information for employers.

4. WORKING WITH EMPLOYERS: RECRUITMENT AND FINDING JOB OPPORTUNITIES FOR DISADVANTAGED INDIVIDUALS

4.1 Is the reporting of vacancies compulsory?

Yes. As mentioned above, it is compulsory for employers to report job vacancies. Compulsory means that all vacancies are reported to the ESS and entered into the ESS job vacancy database, but the ESS is actually engaged in recruitment and mediation support only if the employers clearly ask for the support.

4.2. What types of vacancies are most reported?

In 2010, 35 % of all job vacancies required lower level vocational education and 28 % of all vacancies required no formal education. Employers mostly requested our mediation support when recruiting workers with lower levels of education.

When an employer does not want the support of the ESS, the job vacancies are posted on the ESS premises, but clearly distinct from the job vacancies in which such assistance is needed. In this way we fulfil the statutory requirement, which is that all job vacancies must be published.

On the ESS web-page we place and advertise job vacancies for which employers ask the ESS for active support and additional publicity via other media.

4.3. What specific tools and systems do the staff use in their work with employers and which ones are particularly effective for recruitment and vacancy filling?

The ESS pays special attention to antidiscrimination rules and if information of a discriminatory nature is found in a description of a vacant post, we contact the employer to redefine the vacancy.

In addition, if the employer, as a part of the job vacancy, states an approximate wage, the automatic control is ensured to verify if the amount is in line with the law on the minimum wage.

In order to ensure the reliable coding of the descriptions of vacant jobs into occupations (we are using national classification of occupations ESCO 08), the coding is done by our staff. The occupational codes are one of the important matching criteria to facilitate reliable and efficient job matching.

When it comes to solving labour shortages and supporting disadvantaged groups by enhancing their employment opportunities, particularly effective methods include: speed date meetings, visits to employers' premises and organised recruitment interviews.

Coordinating activities among local and regional offices, when cooperating with employers with large recruitment needs, proved to be very useful as well.

4.4. What tools and approaches are used to incentivise employers to take on disadvantaged individuals and the long-term unemployed and which ones are most effective?

The ESS informs employers via e-notices or by visits and organised meetings on the advantages and financial benefits of recruiting certain vulnerable groups.

When recruiting candidates from vulnerable groups, employers often apply for the following ALMP support:

- **Work trial** (duration one month; the unemployed stays registered, the employer is given a chance to assess a candidate's knowledge, competences and suitability);
- **On-the-job-training** (duration one to six months; the financial support is given to the unemployed as well as to employer for her/his tutoring);
- **Subsidies** intended to assist the employment of hard-to-place groups;
- **Public works** aimed at non-profit companies (the ESS reimburses a certain amount of the wage (the amount corresponds to the regional registered unemployment rate), transportation and meal costs);
- The ESS carries out an **evaluation of employment rehabilitation eligibility** and **employment rehabilitation** of disabled individuals and those with decreased work ability.

5. MONITORING AND EVALUATION

5.1 What systems are in place for performance measurement and evaluation?

The ESS job vacancy market share has been used as a performance target indicator for many years in order to monitor and increase the number of employers as well as job vacancies, which we receive for active mediation. This indicator is discussed on a regular basis – quarterly by the ESS organisational units.

The second important system is annual employer satisfaction surveys. The survey includes questions regarding different aspects of the ESS services to employers including those related to mediation support.

Another source of evaluation is the feedback the ESS receives from employers during the regular visits to employers.

5.2 What are the main indicators used in evaluating the effectiveness and efficiency of the services to employers? Aside from measuring the number or duration of vacancies filled, what other indicators are used? What have been the main evaluation results in recent years?

Apart from the already mentioned indicator, the ESS job vacancy share, we are also monitoring the share of newly registered unemployed actively mediated to employers at least within the first three months of the employment spell (the meaning of 'actively' includes main intervention and active mediation forms, e.g. invitations to speed-dating meetings, recruitments interviews at the employers premises, personal referral to the employer). The target for 2011, as regards this indicator, was 60 %. In the first half of 2011 the achieved result was 61 %.

The next indicator evaluates the share of job vacancies for which the ESS refers suitable candidates in due time. The annual target set up for 2011 was 70 %. The result we achieved in the first half of 2011 was 69 %.

We already mentioned the employer satisfaction survey, which is carried out on an annual basis. We follow up very closely the changes of the results on the national as well regional office level. If we take a look only at the marks related to the questions about the employers' overall satisfaction with the ESS services, the average mark for 2008 was 4.3 (in the scale from 1 to 5; 1 meaning unsatisfied, 5 meaning very satisfied). The corresponding value for 2009 was 4.4, for 2010 and 2011, the mark decreased to 4.1. We believe that the drop in the mark level is related to the economic crisis.

As mentioned under point 1.6, in 2010, the share of job vacancies for which the employers required mediation services was 38 %; the ESS referred 85 000 unemployed individuals.

The results obtained through indicators, the survey and other above mentioned regular follow-ups, are discussed and evaluated at staff meetings at the local, regional and national level on a regular basis.

The purpose of these discussions is to improve the services. One of the evaluation processes is focused on how to improve support for employers with labour shortages and what kind of labour shortages exist. The findings are used in the ALMP area, particularly for the preparation of training measures. Additional focus is given on how to prepare targeted visits to employers and which items can be relevant for the agenda of regular annual meetings with employers.

When we introduced the online job vacancy intake, we monitored very closely the share of vacancies notified via the internet to prepare the promotion of this channel among employers (as described under point 3.2).

5.3 What have been the satisfaction levels and feedback of employers to the services offered?

Please refer to the answers provided under point 5.2.

5.4. Is there a system in place to feed evaluation results into service development?

Please refer to the answers provided under point 5.2.

6. CONCLUSIONS

6.1. What do you see as the main challenges in relation to delivering effective services to employers?

The main challenges the ESS is facing in the current prolonged economic crisis are:

- maintaining timely mediation services while simultaneously developing strategic long-term cooperation with employers aimed at tackling structural segmentation in the labour market - in terms of staff resources;
- developing wide-ranging monitoring and evaluation system upon which the results could be translated into policy and service development;
- improving methods for identifying and targeting employers that could benefit from the PES services, namely for the employers employing redundant workers and vulnerable groups.

6.2. What are your conclusions on what works best in relation to the delivery of effective services to employers?

According to our view of employers, the most effective are intensive mediation methods, such as recruitment meetings, advocacy for the disadvantaged in face to face interviews with employers, etc. Unfortunately these methods are time consuming and require a great deal of staff resources. In a current situation of high unemployment, when we have to deal with an increasing number of job seekers, it is a challenge to perform these intensive services as we deem necessary.

As regards the placement of disadvantaged groups of unemployed, we consider that 'work trials' and 'on the job training' are some of the successful measures, also appreciated by employers.

6.3. In the Peer Review discussions, on which of the following issues would you most like to focus and what three things would you most like to learn from others?

6.4.

Role	Importance of the focus (scale 1 – 5)	What would you most like to learn from others in the area(s) you are most interested in (three points in total)?
PES organisation and staffing	4	<ul style="list-style-type: none"> • <i>Lessons learned in achieving the optimal proportion of generalised and specialist staff offering services directly for employers in terms of organisation and costs.</i> • <i>How to enhance long-term strategic cooperation with employers. In this context, what mediation and communication methods proved to be successful when dealing with companies of different sizes and labour needs. And, what kind of concrete partnerships proved to be the most successful in deepening the knowledge of the labour market future needs and accordingly tackling large scale redundancies?</i> • <i>The advantages and disadvantages of segmented services offered to employers.</i>
Contacting and engaging with employers	5	<ul style="list-style-type: none"> • <i>Which channel and combination of channels proved to be successful when initiating contact and cooperating with employers who are less likely to engage with the PES, thus do present a vital part of the labour market and could therefore significantly contribute to the tackling of high unemployment?</i> • <i>Strengths and weaknesses of e-communication with employers, namely the portal for employers and social media. Consequently, what kind of e-services proved to ensure a prompt and quality mediation between the employers and job seekers?</i>

Recruitment and finding job opportunities for disadvantaged individuals	3	<ul style="list-style-type: none"> • <i>Development and implementation of services that proved to be successful and not time consuming when it came to recruitment methods for disadvantaged groups.</i>
Monitoring and evaluation	5	<ul style="list-style-type: none"> • <i>The development of indicators to measure on the one hand, employers' satisfaction with service delivery and on the other, the quality and efficiency of the mediation and advocacy services in place and in a relation to the jobseeker's benefit.</i> • <i>Besides the share of job vacancies for which the employers ask for PES support, and regular satisfaction surveys, which indicators as well as channels proved to be most relevant in gathering and evaluating proficiency and value of services delivered to employers.</i> • <i>Exchange of best practises in the development, implementation and evaluation of the systems in place to incorporate the evaluation results into the service delivery model and policy making.</i>