



**The European Commission Mutual Learning Programme
for Public Employment Services**

DG Employment, Social Affairs and Inclusion

PEER PES PAPER - ACTIRIS, Belgium

**Peer Review 'Effective Services for Employers'
Paris, January 2012**

ACTIRIS

(Date: December 2011)

This publication is commissioned by the European Community Programme for Employment and Social Solidarity (2007-2013).

This programme is implemented by the European Commission. It was established to financially support the implementation of the objectives of the European Union in the employment, social affairs and equal opportunities area, and thereby contribute to the achievement of the EU2020 goals in these fields.

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In collaboration with GHK Limited and the 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?

ACTIRIS is the official PES of the Brussels Region. **It is entrusted with the implementation of the Government's employment policy.** As representative and recognised experts concerning the job market in the Brussels Capital Region, ACTIRIS together with its partners, implements custom-made solutions, which enable employers to identify prospective employees with the desired competencies, and enables job-seekers to find positions which match their qualifications.

Tasks of the PES in relation to the employers

1. Support and organisation of the job search process and placement of job-seekers. Since December 2010, ACTIRIS (www.ACTIRIS.be) has launched its new website. The structure of this website is a translation of the mission and the strategy. It is clearly divided into three main areas: jobseekers, employers and partners in services.

'MON ACTIRIS' Employer: a personal account for employers to enable them to manage their job offers and match them with candidates. Since 2010, this tool has allowed the employer to send free texts or e-mails to candidates they would like to meet.

2. The Management Office for Employers is, apart from its other duties, responsible for seeking out active companies in the Brussels Capital Region with at least five employees. This means informing employers about the services offered by ACTIRIS and collecting these firms' vacancy listings.
3. Dissemination of information to the job market through the Brussels Employment Observatory. Their website gives a clear view of all aspects of the job market. It offers integrated and structured information on the jobs, the sectors and training in the Brussels Region. At www.iamb.ACTIRIS.be, all the information about jobs is directly linked to statistics and the ACTIRIS job database.
4. As an officially recognised expert in the employment market in the Brussels Capital Region, ACTIRIS implements tailored solutions with its partners, which enable all employers to find employees with the skills they are seeking.

A personalised HR service for employers when requested. This service includes all phases of the recruitment process up to the hiring of the chosen candidate

Services offered to employers by ACTIRIS:

- Registration of job vacancies;
- Free consultation on the CV-database;
- General information on the PES service provision and on employment subsidy and other AMLP measures;

- Support to matching: pre-selection and recruitment;
- Selection services tailored for small and medium enterprises;
- Support for international recruitment;
- Language skills updating for employees.

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 | 4 |
| 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) | 3 |
| Other (please specify): | 1 |

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

All services offered to employers by the PES are free of charge.

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

Employment is a regional competence in Belgium. Our PES work essentially in the Brussels-Capital Region and there are some interregional collaboration agreements with the other regions (Flanders and Wallonia).

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 | 1) IMT-B: Dissemination of information to the job market through the Brussels Observatory for Employment. The website gives a clear view of all aspects of the job market. They offer integrated and structured information on the jobs, the sectors and the trainings in the Brussels Region. All information about jobs is directly linked to statistics and the ACTIRIS job database. | Universal | Specialist team from specialist services in statistics |
| | | 2) Information about ACTIRIS services, its partners and other responsible institutions for employment and businesses. | Universal | Employers' consultants, Specialist team from SGE |
| | | 3) Information about the job market and supply of occupational info-sheets (duties, educational qualifications, soft skills, etc.), to enable the creation of administrative job profiles. | | |
| Drafting and posting of vacancies | Yes | Dissemination of vacancies, but also internship opportunities or job vacancies for students. The dissemination of job vacancies in the Brussels Capital Region, as well as in Flanders and Wallonia, is ensured by our partners in the two regions and in Europe through the EURES network. The job offers can be published with or without information about the respective employer. In the latter case, the employers can perform a first filtering for applicant candidates: a review by our administrators who impartially assess acquired skills for the vacant position. | Universal | Specialist team/advisors for employers |
| Recruitment services | Yes | <ol style="list-style-type: none"> 1) Assistance in the analysis of functions. ACTIRIS helps each employer to: <ul style="list-style-type: none"> • determine the profile of the candidate sought • compose job vacancy announcements 2) Pre-selection of candidates for vacant positions 3) Assistance for international-level job placements through our international employment referral and placement centre in Brussels, BIJOB. It offers a database in which thousands of multilingual candidates are listed who seek employment outside of Belgium 4) Assistance in applying for and receiving financial support, to train a candidate within a company. ACTIRIS reviews the candidate's actual | Universal | Specialist team/advisors for employers |

| | | | | |
|--|------------|---|--|------------|
| | | <p>requirements for training and ensures support and guidance for the candidate during training</p> <p>5) Assessment of language abilities of job candidates through computerised tests</p> <p>6) Matching IT- and language skills of new employees through ACTIRIS vouchers, which make training and professional development possible</p> <p>7) 'Job dating' for job seekers and employers (like speed dating).</p> | | |
| Human resource consultancy | Yes | ACTIRIS offers employers its services through an innovative management with T BRUSSELS HR. This allows employers to offer a full suite of workforce management solutions for the entire duration of the company, either temporarily (by temporary workers) or permanently; in order to place employees who are leaving the company into new jobs (outplacement), to expand their skill potential and internal resources; or simply to obtain business advice from experts (for recruitment and selection). | Universal billing services | Specialist |
| Information and advice on subsidies and ALMP | Yes | General information on PES service provision and on AMLPs including subsidy schemes. | | |
| Support for the integration of disadvantaged groups and long-term unemployed before and/or after employment | Yes | <p><u>Assistance for fostering diversity in companies:</u> the main objective of a policy aimed at fostering diversity is to alleviate direct or indirect discrimination. These measures should enable the company to uncover new talent, motivate their employees, strengthen corporate values, increase creativity, innovation, team spirit, and so on. Our counsellors assist with various issues:</p> <ul style="list-style-type: none"> • fair selection processes; • opening new recruitment channels; • revision of job descriptions; • training opportunities for all personnel categories; • fostering improved language abilities; • etc. | For big and medium companies that agreed to sign a diversity plan with ACTIRIS | |
| Rapid response and redeployment for large-scale redundancies | Yes | See below | | |

| | | | | |
|--|-------------------|---|--|--|
| <p>Legal advice and support in relation to employment law</p> | <p>Yes</p> | <p>Special assistance is offered to companies facing <u>mass layoffs and active restructuring measures</u>.</p> <p>ACTIRIS informs companies in particular about:</p> <ul style="list-style-type: none"> • the process by which announcements of mass layoffs should be pursued, • the set-up and running of ACTIRIS-led employee groups: their missions, implementation and successful evolution, • restructuring plans, outplacement options, education and training opportunities, and other advantages that aid the search for new employment, etc. <p>To accomplish this, ACTIRIS has set up a special support and advisory service for companies.</p> <p>The first duty specified by the regulations is to undertake a review of the legality of mass layoffs in the Brussels Region and support a company in the implementation of its restructuring process (e.g. Has the employer complied with the statutory regulations? Has he fulfilled his obligations towards the workers? etc.).</p> <p>In addition, employers have the vital task of keeping their social partners (employers, trade unions) informed from the beginning of the process, through mass layoffs, until the end of the negotiations, which often lead to a restructuring plan. The information provided involves mainly the best options available to the employer for publically carrying out the process, the deadlines to be followed and the assessment criteria, by which the development of a restructuring plan should be implemented in the Brussels Capital Region.</p> <p>ACTIRIS monitors the proper execution of the restructuring plan, and in particular the measures provided for dismissed workers, yet without intervening directly in the negotiations.</p> <p>Throughout the process, ACTIRIS provides reporting on the situation of affected workers, which is intended in particular for the above-mentioned employee groups. In particular, ACTIRIS ensures the collection of information about the efforts being made by these workers in their new job search.</p> | | |
| <p>Other service(s)</p> | | | | |

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?

In 2010, 5 500 employers in the Brussels-Capital Region worked with ACTIRIS out of a total of 33 000. We have collected 22 737 vacancies.

Due to interregional agreement, 115 000 vacancies were also viewable on our website by Brussels based jobseekers.

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

1. The companies the PES work with are divided into three major segments:
 - small and medium sized enterprises (between 5 and 100 employees) – these represent 25.1 % of job offers in the Brussels Capital Region;
 - large enterprises and major clients (over 100 employees) – these represent 29.6 % of the job offers in the Brussels Capital Region;
 - public institutions – these represent 39.5 % of job offers in the Brussels Capital Region.
2. Number of enterprises regarding their size and their representativeness as a percentage of employment in the Brussels Capital Region :

| Employer client groups | Numbers | % | Employment |
|--------------------------------------|----------------|----------|-------------------|
| Large Enterprises (>100) | 552 | 2 % | 29.6 % |
| Public bodies | 1 957 | 6 % | 39.5 % |
| Small and Medium Enterprises (5-100) | 9 512 | 29 % | 25.1 % |
| Micro Enterprises (<5) | 20 957 | 63 % | 5.8 % |

3. The major representative sectors of activities in the Brussels-Capital Region :

| Sector of activity | Total | % of total employment | Study level of the workers (in %) | | | % Brussels locals |
|---|----------------|-----------------------|-----------------------------------|-------------|-------------|-------------------|
| | | | Low | Middle | High | |
| Public administration | 108 985 | 15.3 | 13.4 | 34.3 | 52.4 | 30.3 |
| Health and social action | 71 101 | 10 | 13.7 | 24.9 | 61.4 | 56.7 |
| Financial activities | 67 920 | 9.5 | 6.1 | 22 | 71.9 | 28.7 |
| Trade | 66 281 | 9.3 | 28. | 34.9 | 36.2 | 59.2 |
| Education | 54 846 | 7.7 | 9.6 | 12.1 | 78.3 | 49.8 |
| Information and communication | 47 272 | .,6 | 6.6 | 19.7 | 73.7 | 40.8 |
| Community services | 42 919 | 6 | 11.6 | 16.2 | 72.2 | 68.9 |
| Specialised, scientific and specific activities | 42 872 | 6 | 5.6 | 16.6 | 77.9 | 47.4 |
| Industry | 35 588 | 5 | 15.1 | 32.9 | 52 | 38.9 |
| Construction | 34 695 | 4.9 | 39.6 | 40.6 | 19.8 | 61.3 |
| Transport and storing | 34 123 | 4.8 | 26.3 | 43.9 | 29.8 | 37.1 |
| Business support activities | 32 404 | 4.5 | 29.3 | 37.3 | 33.4 | 59.6 |
| Hotels and restaurants | 23 986 | 3.4 | 39.4 | 42 | 18.6 | 80.1 |
| Others | 51 120 | 7.2 | 16.9 | 28.9 | 54.2 | 53.8 |
| Total | 714 111 | 100 | 16.7 | 28.1 | 55.2 | 47.9 |

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

We work less with micro enterprises (less than five persons). In fact, we don't have any active initiative and strategy for this category of employers, but ACTIRIS answers their spontaneous demands.

ACTIRIS has decided to focus on working with enterprises which are key job creators; 80 % of the micro enterprises are self-employed workers.

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

The drafting and posting of vacancies, because it is easy, fast, free of charge and well known by the employers.

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

We do not work with financial resources that are allocated by the type of services. We do not have our own budget. Only 100 individuals work in ACTIRIS specifically for employers and 500 for jobseekers.

2. ORGANISATION OF THE SERVICES TO EMPLOYERS

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

The main occupations within our employment offices are:

1. Administrative counsellors for job openings, who ensure optimal matching;
2. Company/employer counsellors.

Below are profiles representative of these counsellors' job functions.

1. Administrative Counsellor for Job Openings

Areas of responsibility:

- Responsible for the qualitative selection and monitoring of job openings.

Duties:

- Manage job openings
- Selecting and monitoring candidates for job openings
- Summon candidates/job-seekers in connection with job openings
- Job info (direct and in-person / through a call centre)
- Providing documentation and telephone assistance.

Profile:

- Preferably bilingual in French and Dutch
- Degree holder - abbreviated university studies (Bachelor) / in French, License
- Proof of one year's professional experience
- Experience with adherence to procedures and regulations
- High stress tolerance, organisational talent and able to work independently
- Ability to listen and yet remain discrete
- Capacity for both teamwork and working independently.

2. Company/Employer Counsellor

The main mission of the Service Centre is to assist Brussels based (or other) companies in their recruitment efforts. Aside from this preferential relationship with employers, the Service Centre contributes to various development initiatives in the employment market.

Duties of the counsellor

The counsellor is responsible for a portfolio of companies that is to be developed and enhanced. S/he acquires either large companies (100+ employees), public institutions or small and medium-sized enterprises (SMEs) from an assigned area of Brussels. They offer these customers assistance in filling job openings and effectively support them by utilising a pre-defined methodology.

Duties

- Acquire large companies and institutions, and retain them through quality-oriented service;

- Respond to requests for information and advice, or job vacancy inquiries, utilising a service methodology;
- Arrange appointments that are reflected in your calendar (clients will be visited by yourself, colleagues working in your section and the managers of the Multichannel Service MCS);
- Enter employers' job openings according to the occupational reference system;
- Where appropriate, negotiation of employment criteria with the employer;
- Achieve quantitative goals set by Service Centre managers;
- Ensure 'follow-up' of contacts (and proposed services) with companies;
- Draw up contact reports in the digital system (CRM reports);
- Collect information and ensure its reporting;
- Hold events and manage them, including networking with employers/other ACTIRIS Services, agencies, partners, etc.;
- Participate in the various team meetings;
- Identify employers who are eligible for Services for Individual Professional Training (FPI/formation professionnelle individuelle) for their workers;
- In the case of work backlogs: support the team to ensure the necessary flexibility within the specialty;
- Develop active and robust cooperation with managers and other colleagues in the Employers Directorate (MCS, Administration, Language Section);
- Cooperate with the managers of other Services of the Directorate, as well as with other Directorates, in cases of misplaced files;
- Represent the institution or Service Centres at internal and external meetings.

Professional Qualities and Ethics

- Employ procedures for collecting information and team-oriented work;
- Monitor the quality of services in comparison to companies, without sacrificing job-seekers and regional employment policy;
- Contribute to the improvement of services according to the provisions of the management agreement;
- Represent the institution honourably in all formal and informal situations;
- Participate in evaluation policies concerning the quality of work performed.

Profile

- University degree;
- Aptitude for communication and negotiation;
- Exceptional aptitude for written communication;
- Team spirit;
- Methodical and organised approach to work.

2.1.1 How is their work organised?

The counsellor is responsible for a portfolio of companies that is to be developed and enhanced. S/he acquires either large companies (100+ employees), public institutions or small and medium-sized enterprises (SMEs) from an assigned area of Brussels. They offer these customers assistance in

filling job openings and effectively support them by utilising a pre-defined methodology.

Soon, the services will evolve to a specialisation by economic sector activities.

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

The training for counsellors in enterprises is oriented on commercial activities and prospection (three days). They also receive training in social and labour laws (three days) and in employers' incentives.

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

2.2.1. How is their work organised?

Bi-Job: dual work with companies and jobseekers who would like to work abroad.

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?

Since 2009, ACTIRIS has established partnerships with UCM and UNIZO (Belgian Association in the French or Dutch Language for Claims, Representation and Support of Independent Employer Associations Representing Small Businesses). Three consultants contact Brussels based companies which are members of the Association to inform them about employment subsidies and to support them in filling job openings through the assistance of ACTIRIS.

We also have many contacts and collaboration agreements with all employers federations active in Brussels.

We work closely with the other regional institutions that have regular or intensive contacts with employers.

ACTIRIS has some interregional agreements of collaboration with the other Belgian PES. Employment is a regional competence (VDAB in Flanders and Forem in Wallonia).

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?

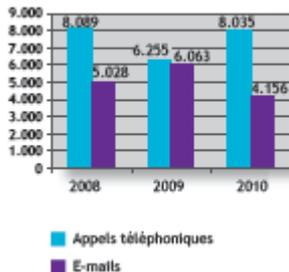
The prospection is linked to our jobseekers' profile. Priority is given to the sectors (construction, hotels and restaurants, trade, etc.) and jobs to help our target jobseekers: young, low skilled, etc.

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?

ACTIRIS offers employers access to its modern and swift services:

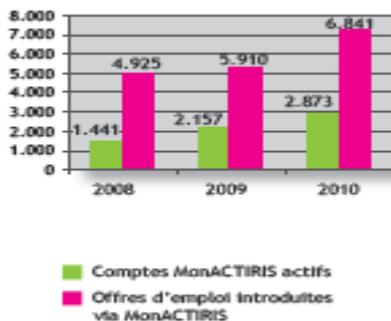
- ACTIRIS Employers Line :
A single point of entry, whatever channel is used: phone, fax or e-mail.

> Appels téléphoniques et e-mails traités



- My ACTIRIS :
Enables the user to insert one's own job proposals, and self-manage them through the website and grants the possibility to profit from automatic matching between the profile sought after and the 10 'best' candidates in our database.

> MonACTIRIS



- Consultants at the Employers Management Service set appointments and visit the companies.



- Since 2009, ACTIRIS has established partnerships with UCM and UNIZO (Belgian Association in the French or Dutch Language for Claims, Representation and Support of Independent Employer Associations Representing Small Businesses). Three consultants contact Brussels based companies which are Association members to inform them about employment subsidies and to support them in filling job openings through the assistance of ACTIRIS.

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

4.1 Is the reporting of vacancies compulsory?

Generally no, however, some plans for supporting employment require the publication of vacancies through ACTIRIS. The announcement of certain job vacancies within public institutions or departments, or in educational institutions, is required (there is an obligation to notify our Service Centres about these job postings).

4.2. What types of vacancies are most reported? For example, what is the share of high, medium, low-skilled jobs?

Vacancies in the Brussels-Capital Region

| level of studies and skills | 2010 | % |
|-----------------------------|---------------|------------|
| Low | 2 911 | 12.8 |
| Medium | 4 864 | 21.4 |
| High | 8 716 | 38.3 |
| Others studies | 6 246 | 27.5 |
| Total | 22 737 | 100 |

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?

A) Assistance in function analysis

ACTIRIS assists each employer in:

- establishing the candidates' profiles
- drafting his/her job proposals.

An accurate and balanced job description in a job proposal enables improved recruiting. It strengthens the matching between the profiles received and the position proposed.

B) Dissemination of the job vacancies

ACTIRIS and its partners assure the dissemination of job vacancies as well as their accessibility to jobseekers.

1 options :

- Job proposals with coordinates: wide dissemination and online application details;
- Job proposal with hidden coordinates: first filter of candidates by ACTIRIS on the basis of objective criteria and the possibilities of pre-selection, language testing and CV centralisation.

Job vacancies are disseminated via **www.ACTIRIS.be** using the ACTIRIS database, consulted and fed in part by the partners. Whenever required, job vacancies are also disseminated through additional channels (VDAB, FOREM, media).

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?

We assure the promotion of AMLP-measures (Activa, etc.) in the Brussels Region.

ACTIRIS effectuates the payment of regional measures such as ACS, PTP, etc.

5. MONITORING AND EVALUATION

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

The results of the activities are continually measured on a monthly, trimestrial or annual base. Activities that are measured include the:

- Total of job offers gathered by the PES
- Market penetration (= % employers using our services)
- % of job offers on the market
- % of offer satisfaction
- Job offers consulted on our website
- Number of employers visited by our consultants
- Number of contracts concluded with employers using our online tool (MON ACTIRIS)
- Number of job offers treated by our job offer managers
- Number of job seekers received by our job offer managers
- Number of job seekers received by our job offer managers presented to the employers
- Number of calls received by our call centre
- Number of job offers treated by our online system 'Gestionnet'
- Number of messages treated by our online system 'Gestionnet'
- Number of text messages and emails sent to job seekers
- Number of language tests effected in our 'Language Corner'.

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?

Since December 1st 2011, an 'on the spot' survey is launched after the closure of every job offer requesting information on the degree of employer satisfaction regarding the treatment of his/her vacancy.

A larger online survey will be launched every six months to measure the satisfaction of employers concerning the whole of the services delivered by ACTIRIS.

Every two to three years, a complete survey on the whole of ACTIRIS and its services is effectuated by an external partner.

Main evaluation results:

In 2010, 22 737 job offers were posted; 16 208 or 71.3 % were filled.

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

According to the complete survey, effectuated in 2009, almost 9 out of 10 employers declare being satisfied by the services offered by the ACTIRIS employer services.

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

The Employer Division of ACTIRIS has a team of quality and methods agents, translating feedback of our customers into new services or adapting existing services.

6 CONCLUSIONS

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

- Adapting the organisation of the employer services. Up to now the services were segmented in terms of staff number by size of company. The objective is to segment by sector of activity.
- Upgrading the credibility of the employer services by means of introducing a quality label.
- Upgrading the credibility of the employer services by collaborating with external partners (federations, etc.).

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

- Face-to-face contact with the employers.
- Our online tool 'MON ACTIRIS'.
- Screening of the job seekers before presentation to the employer.
- Specific methodology 'job dating' (screened job seekers are collectively presented to the employer in the presence of an agent of the PES).

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?

| 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 | 3 | <i>Integration of the employer service in the whole of the structure of the PES</i> |
| Contacting and engaging with employers | 5 | <i>Training of PES staff</i> |
| Recruitment and finding job opportunities for disadvantaged individuals | 4 | |
| Monitoring and evaluation | 2 | |