



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

DG Employment, Social Affairs and Inclusion

PEER PES PAPER – Finland

**Peer Review ‘Effective Services for Employers’
Paris, January 2012**

Ministry of Employment and the Economy

(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?

The PES's overall mission is to be a key player in the Finnish labour market, where it will have an extensive role to help both jobseekers and employers. However, the services for companies and other employers also have a strong role in the strategy of the Finnish PES. There is a clear target to strengthen the demand led approach.

The Ministry of Employment and the Economy was set up at the start of 2008 by combining the Ministry of Labour, the Ministry of Trade and Industry and certain activities of the Ministry of the Interior. This Ministry is responsible for policy concerning businesses and companies, employment and the workforce, energy and innovation, as well as the monitoring of its implementation. This has also had some impact on the overall mission of PES, though the Finnish PES has a long tradition of developing services for employers.

At the beginning of 2009 the former local employment offices were replaced by the Employment and Economic Development offices (TE-offices). This meant strengthening the demand led approach of the PES. This means that TE-offices will concentrate more on serving the open labour market, by helping companies to meet their recruitment needs, and also looking at services for jobseekers from the perspective of what is actually needed in the labour market. Employment in the open labour market will be the top priority of the PES. The main task of the new TE-offices is still to deliver public employment services, though the new offices also provide special entrepreneurship services (supporting SMEs to develop their business and to establish a strong role for themselves in the regional business network).

One of our priorities will be to help companies recruit new staff with appropriate skills and improve the skills of employees already in companies. Recruitment services and labour market training will be the key tasks. In order to carry out these responsibilities it will be important for the PES to work actively with local and regional partners. Similarly, the PES will work in close co-operation with municipalities in order to provide services for jobseekers who have the most serious difficulties reintegrating into the labour market.

In the PES development programme TE-office 2015 three main areas have been defined to form an integrated service model to develop services to companies and other employers:

- to improve the PES's role as a labour market broker (between the demand and supply for labour, between jobseekers and employers). This means for instance, that services for employers and employer contacts are included in the activities of each service line in the PES office (service lines for jobseekers: ready to work, jobseekers who need training and development of skills, jobseekers who need intensive support and rehabilitation). In general the service line for jobseekers who are ready to work has the main role in providing services for employers.

- to be an active partner in the regional and local business networks.
- to work actively with the other Ministry of Employment and Economy TEM actors at the local level (organisations supporting companies in developing and financing their businesses also belong to the TEM).

In order to act successfully in all these three areas –the PES has defined the following priorities to be improved:

- a wide service approach (wide assessment of the service needs of companies, to find suitable solutions according to the needs of customers and also provide unexpected solutions in placement and in other services and broad knowledge of the PES's own services, but also guiding companies to use the services of our partners)
- knowledge of the labour market and the situation in different sectors
- proper knowledge of PES customers
- well organised service delivery (including multi channelling)
- customer planning (define key customers, key sectors, recourses , customer visits, new customers to contact).

In order to maintain its strong position in the rapidly changing labour market, the PES needs to be very flexible and be able to react to changes by reorganising service networks, changing working methods, providing staff with new knowledge and skills and so on.

Labour market dynamics have increased. The PES need to be proactive - including when providing services for employers. Close cooperation with companies and good methods to anticipate the needs of employers will be crucial.

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	3
Partner in addressing the needs of jobseekers	4
Assess the service needs of companies, to referral the companies to get help from other actors in the local business network and inform our partners concerning the remarkable changes and development happening in the companies	4

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

Special chargeable services for employers:

A network of the larger TE-offices (14 TE-offices) also offers employers paid services. This is a commercial service, which the user will be charged for.

The paid services are:

Job application and interview service: the TE-office deals with the entire application process on the company's behalf, interviewing applicants and making a suitable shortlist. This service is always chargeable; in this service the PES takes care of the whole process; applications will be sent directly to the PES.

Aptitude assessment: interview and aptitude testing of applicants, conducted by a psychologist.

Tailor made relocation coaching for employees of the company after redundancy

Employee leasing: the network of paid services operated by the TE-offices includes employee leasing. This is based on the same operational business principles as in private leasing companies.

Paid vocational rehabilitation services: the aim of paid vocational rehabilitation services is to encourage disabled people to stay at work or aid their reintegration into

the labour market. Clients of this service include pension and insurance companies. These paid services provided are for disabled clients of the above customer organisations, and include career guidance, career planning and employment coaching.

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 free of charge services are offered in all TE- offices.

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	No	Mainly not for employers, some general information is available but not a systematic service.		Advisors of services for employers are often specialised in collecting information in certain sectors.
Drafting and posting of vacancies	Yes	Employers provide information about vacancies mainly through the Internet (80 % of vacancies informed to the PES are via the Internet).	Universal	
Recruitment services	Yes	Advisors select suitable candidates and present them to employers. Companies can also provide information about their vacancies via the Internet. If the company wants the service, then it is possible for an advisor to be responsible for sending candidates to them.	Universal	Mainly advisors specialise in providing services for employers. Some important companies, mainly large companies which are key employers, can have their 'own advisor' in a TE-office.
Human resource consultancy	Yes	Special Labour Market Training programmes for employers (joint training procurement). In order to better integrate training measures and the requirements and development in companies, in particular in SMEs (small and medium-sized enterprises), three new Labour Market Training (LMT) products have been developed, co-financed and planned in cooperation with employers. These new profiled LMT products focus on the different labour market situations of employees and employers, namely: - 'Recruiting Training' - for new applicants, - 'Smart training' - for skills updating of personnel, and	Universal	All advisors but mainly those specialised in employer services.

		- 'Change Training' - for dismissals and redundancies.		
Information and advice on subsidies and ALMP	Yes	Providing information in different stages of the service process for jobseekers and also for employers.	Universal	According to our multi channelling strategy basic information is mainly provided by the Internet and call centre-services.
Support for the integration of disadvantaged groups and long-term unemployed before and/or after employment	Yes	Normal work of advisors	Universal	
Rapid response and redeployment for large-scale redundancies	Yes	The change security scheme for mass layoffs: <ul style="list-style-type: none"> - planning employment services together with the company undertaking mass layoffs, - drawing up company action plans with representatives of the employer, - organisation of these services on company premises (on-site activity). 	Universal	In larger offices counsellors specialised in change security and in working with companies and workers and their representatives.
Legal advice and support in relation to employment law	No			
Other service(s)		Paid services, see above		

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?

PES has a register of those employers who have used PES services at some point during the last three years. There is data on about 90 000 employers, but not all of those are active (the total number of employers in Finland is 154 000).

The market share of PES for vacancies was 60 % in 2011. Of all the filled vacancies for candidates which have been sourced from outside the company, 60 % have been published by the PES according to research conducted four times each year by the Finnish Statistical Agency.

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

In 2010 470 000 vacancies were reported to the PES offices.

In 2010 49 % of the vacancies published by the PES were permanent or long lasting, in 21 % the job lasted less than three months. Vacancies are from all sectors: most vacancies reported in 2010 were in commercial jobs, service jobs and health care and social services. However, the coverage of the PES is fairly wide representing all sectors and vacancies well. Companies often use the PES at least as one of their recruitment channels.

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

The top management jobs and modern information technology and marketing design jobs are not generally posted to the PES.

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

The most frequently used services include:

- Recruitment -> nationwide network, professional staff: Recruitment services include the vacancy data bank, publishing vacancies via the Internet, searching for suitable candidates from our databank (the chargeable service involves searching for candidates outside the databank) and making a proposal for suitable candidates for employers. Labour market training -> joint financed training is a good product
- Change security model -> PES experts are a good partner to help employers when they are in this difficult situation.

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

A small percentage (10-15 %) of PES staff are specialised in working with companies. In the smaller units advisers are working with employers and jobseekers.

2. ORGANISATION OF THE SERVICES TO EMPLOYERS

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

Yes the PES does have specialist staff.

2.1.1 How is their work organised? For example, do they focus on a particular sector, service or region?

There is a unit specialised in providing services for employers, most often advisors are specialised in some sector, but this means mainly a knowledge area, not dividing customers.

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

They have some special training and seminars (three to seven days a year). They can also participate in training independently outside of the organisation. The new TE-office 2015 will provide more specialised training.

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

Only in small offices for a small labour market area.

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?

See earlier:

- Other TEM actors at the regional level (development, innovation and financial support)
- The regional business network.

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?

Each TE-office has a customer service plan: outlining the most important customers, and their contact person, how we are going to work together, which companies the PES will contact, recruitment fairs, 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?

The main channel with employers is personal service: phone, visits; joint projects. It is important that the local PES offices have responsibility to follow up vacancies, assess service needs and have personal contacts between PES advisors and employers.

Call centre services are used for general information, for the Internet for providing information, reporting vacancies, and applying subsidies. The role of the Internet will increase in dealing with everyday routines in providing services for employers.

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

4.1 Is the reporting of vacancies compulsory?

The law on the Public Employment Service states that all vacancies need to be registered with PES but without any sanctions, its impact is very weak.

4.2 What types of vacancies are most reported?

See above.

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?

There are no special tools. We have rules concerning the content and quality of job descriptions. Each TE-office has a responsibility for follow-up.

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?

For disabled jobseekers, extended subsidy, increased subsidy and work trials are available and the PES can also finance some special arrangements in the workplace, etc. (these are considered as services for jobseekers). The advisors who are working with the most disabled or most vulnerable groups have very intensive cooperation with employers in order to manage to find a suitable job tailored to a certain jobseeker. This kind of cooperation with employers is the task of advisors who work with these jobseekers.

5. MONITORING AND EVALUATION

5.1. 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?

Indicators:

- customer service survey
- the length (days) of filling vacancies
- market share
- recruitment problems employers have met.

Results:

- the quality of the PES's service has improved slightly however, it has been at a good level for many years
- employers would prefer an even more active role from the PES
- many indicators (filling vacancies, recruitment problems) are very much dependent on the labour market.

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

The majority (66 %) of employers are satisfied or very satisfied with PES services according to the yearly survey.

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

No, there is not really a system in place, we use information from different resources.

6 CONCLUSIONS

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

The main challenges include:

- How to develop close contact with employers and other actors
- Maintaining well trained staff (knowledge of occupations, the labour market and companies, sectors) -> real experts in the labour market
- Assessment of service needs of employers, finding solutions.

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

There needs to be special advisors for employer services, close co-operation between jobseeker services and employer services in the PES offices to find the best candidates and close co-operation between the PES and employers. PES recruitment services need to be more than just self service.

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	How services for employers have been organised, well functioning practices
Contacting and engaging with employers	4	
Recruitment and finding job opportunities for disadvantaged individuals		
Monitoring and evaluation	4	Indicators, follow up vacancies