



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

DG Employment, Social Affairs and Inclusion

### **PEER PES PAPER – Lithuania**

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Lithuanian Labour Exchange

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### 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 mission of the PES (the Lithuanian Labour Exchange) is to help employers avail themselves with the necessary labour force, to align labour supply and demand and seek to maintain balance in the labour market. The Lithuanian Labour Exchange aims to ensure the provision of high quality, easily accessible services for employers, to enhance recruitment activities directed at the alignment of labour supply and demand, and to support employers seeking suitable employees at local labour exchange offices.

The strategic objectives are to develop the labour market in the served area in order to improve the supply - demand balance at a local level, to create new forms of cooperation based on an effective partnership approach, to increase the number or registered vacancies filled, and to ensure the availability and quality of services.

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	-
Other (please specify):	-

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

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

All services 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?

All services are offered at all levels.

### 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	Jobseekers and job vacancies are recorded, statistical information is provided, and the evaluation of the situation in the labour market is publically available at ww.ldb.lt.	Universal service	Specialist team/advisors for employers
Drafting and posting of vacancies	Yes	A standardised form is used for the registration of job vacancies. The registration is carried out either in offices or via the Internet/phone.	Universal service	Specialist team/advisors for employers, advisors for jobseekers and employers
Recruitment services	Yes	Automatized pre-selection of suitable candidates' CVs is carried out from our database according to the established parameters. Interviews are conducted with pre-selected candidates.	Universal service	Specialist team/advisors for employers, advisors for jobseekers and employers
Human resource consultancy	Yes	Advice on training or up-skilling, advice for the employment of the disabled.	Universal service	Specialist team/advisors for employers, advisors for jobseekers and employers
Information and advice on Yes subsidies and ALMP		Information and counselling on the implementation of employment support measures is provided. The general information is available on the homepage; and concrete information is provided during a visit in a particular enterprise.	Universal service	Specialist team/advisors for employers, advisors for jobseekers and employers
Support for the integration of disadvantaged groups and long- term unemployed before and/or after employment	Yes	A subsidy may be granted for employers who employ disabled or long-term unemployed individuals. Support for training and upskilling is provided.	Universal service and segmented – social enterprises	Specialist team/advisors for employers, advisors for jobseekers and employers

Rapid response and redeployment for large-scale redundancies	Yes	Advice is provided in the case of collective redundancies. Prevention programmes are prepared and implemented in order to mitigate the consequences of job losses.	Universal service	Specialist team/advisors for employers, advisors for jobseekers and employers
Legal advice and support in relation to employment law	No			
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?

The PES worked with 53 000 employers in 2011: 66 % of employers in the country.

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

A typical employer is a medium-sized (50-100 employees) enterprise working in a services' sector, located in a city.

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

Employers who are looking for highly skilled employees more often use the services of private employment services. Employers are required by legislation to register job vacancies; however, no real sanctions or fines can be applied if this requirement is not fulfilled.

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

One of the key Lithuanian labour exchange services used by employers is employment intermediation.

The most popular online services among employers are publishing job vacancies on our website and ordering information about candidates matching the requirements of their vacancy.

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

Approximately 30-40 % of financial resources – for employers services, 70-60 % for jobseekers services.

#### 2. ORGANISATION OF THE SERVICES TO EMPLOYERS

- 2.1 Does the PES have specialist staff who provide services to employers? If so:
  - 2.1.1 How is their work organised? For example, do they focus on a particular sector, service or region?

In the local PES offices in major cities there are specialist advisors who deal only with employers. They focus on a particular economic sector in a region (industry, trade, construction, etc.) or service (collection and provision of labour market information, drafting and posting of vacancies or advice on subsidies and ALMP, etc.). In the smaller PES offices, there are specialists who deal with both employers and jobseekers.

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

- Staff receive one to three days of training regarding counselling practices (adopting a proactive approach towards the employers, clarifying the employers' needs, and making the relationship stronger with employers: better communication in a common language at the right moment using the appropriate tools, etc.).

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

#### 2.2.1. How is their work organised?

Generalists who deal with both employers and jobseekers devote approximately 40-50 % of their time working with employers. They devote one day per working week for visits to employers.

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

-Generalist staff receive one to three days of training regarding counselling practices.

# 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?

There are no such partnership arrangements in place.

#### 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?

We apply customer segmentation by using the database of employers. Employers are selected by enterprise size (number of employees), identifying strategic employers, which create the biggest number of vacancies.

# 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 face-to-face/personal contact is the most effective for initial contact. The telephone hotline is quite popular and effective. Once a year employers who have created the biggest number of new jobs receive awards. Employers are nominated for the creation of new jobs in areas with the highest unemployment rates, for integrating socially vulnerable people into the labour market, for integrating young people into the labour market, and for the initiative to start and develop a business. Using the web portal, employers can electronically:

- publish and edit job vacancies;
- participate in organised active labour market measures, supporting employment;
- register job offers for students and pupils;
- book a job fair based on published vacancies;
- electronically interact with dedicated labour exchange professionals;
- send electronic messages to candidates;
- save candidate profiles and candidate search parameters;
- download filled in contracts of active labour market measures;
- fill in preliminary attendance timesheets,
- evaluate students or programme participants, review information about previously organised labour market measures and financial support;
- receive labour exchange recommendations on the candidates, report about an outcome of the interview with candidates;
- fill in and correct information about the company's operations, staffing, planned recruitment or dismissal in a dedicated company questionnaire;
- submit an application to employ foreign nationals;
- authorise one or more undertakings as set out in the period to carry out recruitment and publishing jobs.

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

#### 4.1 Is reporting of vacancies compulsory?

Yes, it is.

#### 4.2. What types of vacancies are most reported?

The vacancies most reported include:

- Highly skilled jobs 20 %
- Medium skilled 54 %
- Low-skilled 26 %
- Permanent jobs 72 %.

# 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?

To register a new job vacancy, the staff use a standard registration form. Our online system automatically matches suitable candidates to the job requirements. The candidate pre-selection process is followed by a pre-recruitment evaluation. At the employer's request, we organise job fairs. We analyse the employment intermediation results.

# 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?

Subsidies may be granted for employers who employ disadvantaged individuals and the long-term unemployed. This is one of the effective ways to incentivise employers to offer opportunities to these groups. Another effective way is vocational training financing for disadvantaged individuals and the long-term unemployed.

### 5. MONITORING AND EVALUATION

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

To evaluate the quality of services, we conduct an annual employer survey. The evaluation of PES staff activity is based on the indicators set, such as the share of filled vacancies or the duration of filling a vacancy. We also assess the share of employers who are operating in the territory served.

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?

In the first ten months - 150 000 new vacancies were registered and 97 % of vacancies were filled. The average duration of vacancy filling is 10 days.

The latest employer survey results revealed that over 89 % respondents use the employment mediation services. Every second employer uses this services one to two times a year, every third - one to two times a quarter, every eight – one to two times a month.

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

The majority (87 %) of employers stated that with the intermediation of the labour exchange, the candidates to the vacancies were offered in a timely manner. This indicator has slightly changed by two percentage points, compared to the previous survey. Ten percent of respondents reported that an employee was offered to fill in the vacancy later than was expected (to compare: 8 % in the previous survey). Only 3% of total respondents noted that a suitable employee had not been offered at all.

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

The evaluation results are taken into consideration when setting the tasks for the local PES and their branches.

#### 6 CONCLUSIONS

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

The main challenges include:

- PES flexibility and timeliness in responding to the changing needs of employers
- Increase in the share of the served employers based on better PES service marketing
- Building up and developing a cooperation network between public and private employment services aimed to achieve the diversity and quality of employment services.

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

- Implementation of partnerships with employers based on sustainable relationships where personalised attention should be given to strategic employers, seeking the social and economic objectives in integrating additionally in the labour market supported individuals.
- Improvement of the employment mediation services by ensuring the relevance of job vacancies, the transparency of the requirements set for applicants and the high quality selection of applicants meeting the employers' requirements.
- Enlargement of the services' accessibility by promoting the use of e. services, registering free vacancies and automated matching online.
- Enhancement of the preventive activities in enterprises seeking flexicurity in the labour market, promptly responding and providing concrete support for the employees who have been given a notice of dismissal and facilitating their adaptation to changing requirements.

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, 1 is the least important and 5 is the most)	What would you most like to learn from others in the area(s) you are most interested in?
PES organisation and staffing	2	How the provision of services to employers is organised. Is there an established cooperation network between public and private employment services? How does it work?
Contacting and engaging with employers	5	How to reach the employers, who could become the potential users of PES services. What services marketing decisions are paying off as the most effective? What applied measures, approaches and communication channels are the most effective? How it is planned to further develop these measures, approaches and communication channels (or implement new ones) in the future?
Recruitment and finding job opportunities for disadvantaged individuals	3	What additional/segmented services and measures for employers are used to find employment for disadvantaged individuals? How are standard and segmented services combined?
Monitoring and evaluation	4	Which indicators are used to precisely define the provision of services to employers? How does the employers' feedback system function?