



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

DG Employment, Social Affairs and Inclusion

PEER PES PAPER – Netherlands

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

UWV WERKbedrijf

(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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CONTENTS

1. SERVICES FOR EMPLOYERS: OVERALL MISSION, STRATEGY AND PROFILE	2
2. ORGANISATION OF THE SERVICES TO EMPLOYERS.....	10
3. CONTACTING AND ENGAGING WITH EMPLOYERS	14
4. WORKING WITH EMPLOYERS: RECRUITMENT AND FINDING JOB OPPORTUNITIES FOR DISADVANTAGED INDIVIDUALS	16
5. MONITORING AND EVALUATION	19
6 CONCLUSIONS.....	24

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In collaboration with GHK and the Budapest Institute

INTRODUCTION

UWV

The UWV has a great deal of expertise, knowledge and experience, and its core tasks cover four areas:

- *Work* – we encourage and support our clients in staying in work or finding new work. We work closely with municipalities and private parties on this. We help employers find staff;
- *Assessment* – we assess sickness and incapacity for work according to clear criteria as the basis for reintegration and opportunities to be involved;
- *Benefits* – we provide benefits quickly and correctly if no employment is available, or available immediately;
- *Data management* – we ensure clients only need to give details of employment and benefits to the authorities once weekly.

Vision and mission

People are at their best when they can work and be part of society. Society works best if as many people as possible are involved through being employed. Our mission, together with our partners, is to make a difference to people by furthering employment. If no employment is available, we provide income quickly.

Working on prospects

We offer people new prospects to be involved in work and society. We focus on our clients; we are interested in them and treat them with respect. 'Work over benefits', we are clear about what we promise and expect. Sometimes our contributions to the field of work and earnings are even invisible. We are proud of the results we achieve together with our public and private partners.

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

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

UWV stands for *Uitvoeringsinstituut Werknemersverzekeringen*, or 'employee insurance implementation institution'. UWV provides expert, targeted and efficient nationwide implementation of employee insurance, such as WW, WIA (IVA and WGA), Wajong, WAO, WAZ, WAZO and Sickness Law) and labour market and data services. We do this as an independent management body, or ZBO in Dutch under contract to the Ministry of Social Affairs and Employment.

UWV WERKbedrijf, a division of UWV, is involved in helping people find jobs and reintegrate with society. We aim to help as many people as possible find work through matching supply and demand. We seek actively to work with labour market partners such as municipalities and temporary staff agencies.

UWV WERKbedrijf's core activities are as follows:

- acting as a knowledge centre for the labour market
- providing services to all employers
- providing e-services
- providing intensive services to disadvantaged and/or disabled jobseekers
- enforcement.

Employers are important partners for UWV in helping jobseekers find jobs. They provide (learning) careers for our client groups. What employers and the labour market require is also the starting point for our services to employers. Through our services to employers, we aim to help jobseekers who cannot fend for themselves, to nonetheless find a place in the labour market. To achieve this aim, we at *UWV WERKbedrijf* need to effectively connect with employers' interests. We offer employers information and facilities in finding qualified staff, and handle dismissal and employment licences for them.

We assist jobseekers in finding jobs. Until they find jobs, jobseekers can rely on us for benefits (WW, WWB).

We aim to:

- Assist and encourage jobseekers to get (back) into work as quickly as possible. We make an explicit distinction here between jobseekers who can help themselves and those who need assistance;
- Provide an interface between employers and public and private parties at national, regional and local levels;
- Provide supporting legal tasks.

Any employer, no matter how large or small, providing demand in the labour market, can call on *WERKbedrijf's* basic services. We also offer preferred employers additional services.

To achieve our aims, we offer employers services:

- Via werk.nl and wajongwerkt.nl, national platforms on which employers, private and public parties can post vacancies and eligible jobseekers can put their CVs and meet one another (self-service via the Internet). On this platform we provide information on national, regional and sectoral labour market developments to employers, jobseekers and those involved in the labour market.
- Through offering national and regional employers and sectors a clear infrastructure they can use to find information, advice and specialist expertise UWV (WERKbedrijf), together with municipalities and others involved in the labour market.

Our services to employers are based on the concepts below:

- Free public package of services, with a clear, recognisable public approach to employers.
- The responsibility for the labour market working well rests primarily with private parties.
- Our priority is working on relations with employers who are prepared to take on people who are disadvantaged and/or disabled (preferred employers) and 'seduce' preferred employers.
- Providing a clear portfolio of services, well coordinated and consistent at national, regional and local levels.
- Working with municipalities and others involved in the labour market, based on our joint marketing plan.
- Making all CVs available (online CV bank) for supplying staff, being able to fill vacancies and offer national and regional labour market information (making the labour market transparent).
- Digitally where we can, face to face where we must. Working to develop/improve our e-channel for employers.
- UWV organises providing services to employers from a national and 30 regional employer service points.

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	5: Expert in 'transparent labour market'
Job broker and filler of vacancies	4: Public intermediary bringing supply and demand together
Human resource consultant	3
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):	

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

UWV WERKbedrijf is a public sector organisation, and does not offer any services that are charged for.

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

Municipalities and *UWV WERKbedrijf* work together to provide the best possible service to employers in labour market regions. The two parties work with employers in a recognisable, coordinated fashion with a single face, with recognisable branding. In each region, employers can access a single office for information, advice and specialist expertise (statutory duty).

From 2012, *UWV* will be organising services to employers from 30 regional employer service points and a national employer service point, together with municipalities and others involved in the labour market.

The main services these service points provide are as follows:

- Finding and creating vacancies and career openings with employers, sectors and branches.
- Providing information and advice to employers.
- Reducing the administrative workload on employers, e.g. by simplifying procedures.
- Knowhow centre for job carving/functional analysis.
- Making covenants and agreements (such as pre-training projects in industries in which there are shortages).
- Providing transparency in the labour market by putting details of all vacancies and CVs in the Netherlands online and providing national and regional labour market information.
- *WERKbedrijf* coordinates collaboration with and between regions from the national employer service point.

The regional approach to employers aims to have *UWV* and municipalities approach employers on a coordinated basis and provide a minimum package of services which

is clear and recognisable to them. Work at the regional level is based on joint regional marketing plans.

UWV has a single total package of services, but the intensity of some services may differ from one region to another as regional circumstances require.

UWV strives for powerful work networks working with other parties. Regional work networks involving not only municipalities and the UWV, but also public and private sector organisations such as ROCs, staff agencies and reintegration businesses, help the labour market work well. The (lead) local authority in a labour market region plays a regional role in producing regional labour market policy (labour market agenda), and is responsible for bringing the relevant parties together to establish a regional labour market approach, which the municipalities and UWV together are responsible for implementing.

Working networks:

- Act as a 'touchdown' for national initiatives and a 'takeoff' for regional and local initiatives to the national level and other regions;
- Spur regional labour market initiatives and assist in working them out. They also translate national initiatives into regional involvement by parties;
- Have direct access to regional partners (both public and private) and set this infrastructure up to respond quickly and adequately to what employers want.

Acting as an interface between national and regional level is a prerequisite for a better functioning labour market in the future as far as we are concerned. This involves translating national agreements, such as collective labour agreements and sector covenants and operationalizing them between national, regional and local levels. As things currently stand, connecting with local jobcentres is another important interface as it is here that the supply of applicants comes from. If economies cause the local implementation level to fail, the supply function at the regional level will come together.

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	<p>National and regional transparency of supply and demand in the labour market is essential if that market is to operate effectively. The starting point here is that all jobseekers should be able to access all vacancies available and all employers should be able to access all jobseekers available. This data also provides the basis for establishing good, accessible labour market information.</p> <p>UWV is responsible for:</p> <ul style="list-style-type: none"> • Registering jobseekers available • Presenting suitable vacancies to jobseekers and suitable jobseekers to vacancies • Providing information and advice on recruiting and selection, work permits, sick absence, reorganisation, labour law and dismissal, and labour market information (national/regional/sectoral). <p>Information on the labour market is provided on the UWV WERKbedrijf werk.nl website.</p>	Universal service	Specialist team/advisors of department Information Labour Market
Drafting and posting of vacancies	Yes	<p>We offer employers a digital platform (werk.nl and wajongwerkt.nl) where employers and jobseekers can get together. Employers can post vacancies themselves here free of charge and look for suitable candidates, by making selections themselves or automatic preselection. UWV WERKbedrijf ensures that anyone who can work is on the (directly) available jobseekers' register with their CV on werk.nl.</p>	Universal service	Digitally, via the website www.werk.nl and specialist for employers
Recruitment services	Yes	<p>Employers/sectors who are interested in and prepared to help disadvantaged and/or disabled clients into a (learning) path (preferred employers) get customised services:</p> <ul style="list-style-type: none"> • Preselecting/supplying potential candidates • Facilitating at career markets/speed dates. 	Segmented service, for 'preferred employers'	Specialist advisors for employers and specialist advisors for jobseekers
Human resource consultancy	Yes	<ul style="list-style-type: none"> • Information and analysis on opportunities and accepting disabled staff (job carving /functional analysis) • Arrangements and covenants with employers/sectors (e.g. learning/work 	Digitally and for preferred employers	Digital and specialist/advisors for employers

		<p>arrangements, and pre-training projects in shortage sectors</p> <ul style="list-style-type: none"> • Information and advice on labour market trends. 		
Information and advice on subsidies and ALMP	Yes	<p><i>UWV WERKbedrijf</i> provides labour market information and advice as input for regional labour market policy (labour market agenda) and marketing plans as part of our approach to employers. With municipalities, the regional role is responsible for creating regional labour market policy. From our knowledge of the labour market, we can make arrangements with employers, sectors and industries to cover future shortages promptly.</p> <p>We provide transparency on settlements and subsidies. Working with our partners, we have developed a calculator for defining the situation, and the model works out approximately how much the subsidy will be.</p>	Digital and for preferred employers	Digital and specialist/advisors for employers
Support for the integration of disadvantaged groups and long-term unemployed before and/or after employment	Yes	<ul style="list-style-type: none"> • arrangements/ covenants • job markets/speed dates • providing provisions • using reintegration resources (employer client groups). 	Segmented services	Specialist for employers and jobseekers
Rapid response and redeployment for large-scale redundancies	Yes	<p>In acute business crises, <i>UWV WERKbedrijf</i> acts as a backup for employers, and can provide coordination and links between the parties in such situations. <i>UWV</i> (<i>WERKbedrijf</i> and benefits division) provides information on reorganisation and insolvency for employers and provides the vacancy network with promising inflow projects and learn/work arrangements to improve outplacement opportunities. Implementation is primarily the responsibility of employers and private partners.</p>	Universal service	Digital and specialist for employers
Legal advice and support in relation to employment law	Yes	<p>Providing labour law information and dealing with dismissal licences and applying for work permits for foreign workers (via werk.nl and branches). Plus information for employers on reorganisation and insolvency.</p>	Universal service	Digital and specialist for employers

<p>Other service(s)</p>	<p>Yes</p>	<p>Reducing the administrative workload. UWV can handle the administration of Wajongers for employers if need be, e.g. applying for permits, processing wage cost subsidies, paying wages and sickness. Nationwide employers can apply to the national employers' service point, regional employers to the regional employers' service point.</p> <p>Business advice (Wajong) and inclusive labour organisation: UWV WERKbedrijf offers 'business advice' to employers who are prepared to take on people with limited abilities, such as Wajongers, but don't know whether their organisation is suitable. Most Wajongers cannot be put directly in normal vacancies; but there are opportunities if jobs can be created for them based on work they can do (via job carving etc.). This business advice looks at where there are opportunities within the business. An employment expert analyses the business process together with the employers.</p> <p>The broad business advice 'inclusive labour organisation' goes a step further. This does not just look at bringing in people who are well out of the labour market, but at how work is organised as a whole: how businesses can organise themselves so they can employ people with disabilities at practically all levels and continue employing them.</p>	<p>Segmented service</p>	<p>Team/advisors for employers and jobseekers</p>
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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?

We are in touch with around 65 000 employers. There are around 860 000 employers in the Netherlands (source: UWV WERKbedrijf – 2010).

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

UWV WERKbedrijf has a number of client groups, as follows:

Intermediaries [employment agencies]: Intermediaries are our partners, but also major users. The client group they assist is mainly jobseekers who have been unemployed for relatively short periods, namely three to less than four months. Agreements are made with intermediaries at both national and regional levels. Thirty percent of registered jobseekers go out on agency staff contracts.

Large employers: With large employers operating inter-regionally and nationally, we want to make agreements to reach a covenant in which we agree to supply client groups in a vulnerable position in the labour market.

SME employers: Employers employing 50 – 250 staff are one of the most important client groups on which the 30 regional employer service points are focused.

Sector/industry organisation: We conduct annual surveys of spearhead sectors each year jointly with the labour market information department, finding where the market is least perfect, or opportunities for our client groups. Last year, these were the care, logistics and transport, wholesale and technology sectors.

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

Any employer, whatever their size or labour market issues can access the basic services of WERKbedrijf.

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

The most important service is providing access to jobseekers (potential candidates to fill vacancies), both digitally (online CV bank) and via job centres/employer service points.

2. ORGANISATION OF THE SERVICES TO EMPLOYERS

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

If so:

Services to employers are organised from one national and 30 regional employer service points, with approximately 500 total fte staff dealing specifically with them (implementation, excl. central staff[(policy, developing services)]).

National employer services adviser: The national employer services adviser is involved in strategic relationship management with a wide range of complex national accounts aimed primarily at turning WERKbedrijf's ambitions into national covenant.

(Senior) adviser, employer services: Employer advisers are there mainly to approach the market and look for career openings, translating employers' demands into competences, concluding arrangements, delivering candidates and organising activities to realise placements on covenants and/or arrangements.

Reintegration contract experts: Contract experts advise on buying reintegration and mapping opportunities for using resources from O&O funds (sectoral training and development funds), business task funds and business funds in the district via arrangements with employers and sectors.

Labour experts: Labour expert advisers are used to assist employer service advisers with employers on such things as job analysis, capability analysis, job carving and specific business advice.

2.1.1 How is their work organised?

Employer service advisers at the national and regional employer service points are organised in sectors, in some cases linked to sub-regions at the regional employer service points.

National employer service point: the national marketing plan (LMP) is the starting point for our proactive employer approach at the national level. This is new in our organisation. The national employers' service point (LWSP) maintains relations with nationwide employers (top 100 employers), with relevant sectors (spearhead sectors) and stakeholders (social partners). The national employer service adviser is involved in strategic relationship management aimed at turning WERKbedrijf's ambitions into national covenants. Spearhead sectors are chosen based on the quantity and quality of disadvantaged and/or disabled jobseekers from the labour market (WW> unemployed for three months, WIA/WGA, WAO, Wajong client groups, WWB). The LWSP's activities must contribute to increasing the outflow of work for these groups.

LMP is used to approach employers/sectors in a structured way, which can help jobseekers on benefits (out of the labour market) succeed. We cannot build intensive

relations with all employers or sectors, and relations must of course deliver results (outflow from our target group). LMP helps employer service groups decide which employers and sectors we approach proactively, as this is where the chances of finding preferred employers are greatest. Something else that is important in LMP is that the manner and intensity of the relationships are defined. The National Employers Service Point's credo 'effective and selective' is important: there are many ways of making contact, from labour-intensive (visiting companies) to labour-extensive (mailings) and everything in between.

The output of the LMP is a list of employers with whom we:

1. Have relationships and expand into structural partnerships;
2. Establish and maintain relationships;
3. Tap into (acquire) relationships;
4. Have a list of spearhead sectors.

One important relationship is between the LMP and the Regional Marketing Plan (RMP). Both plans define activities in dealing with employers, and coordinating them is important, certainly when it comes to covenants and spearhead sectors. Agreements are in place with the 100 employers (including companies with branches) and this impacts on regional marketing. Agreements are made with the regional employer service points (RWSPs) about what regions are involved, for which we aim to include, and what action they will take. This is all included in the process specifications.

Conversely, the RMP includes a section on how national choices affect regional marketing. In brief, there is no hierarchy between national and regional plans, on the contrary, they must strengthen and support one another. Cooperation is a must. Existing agreements and covenants are included in the planning process, new covenants are agreed between national and regional levels via the agreed covenant route.

This means the National and Regional Marketing Plans must be coordinated.

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

TRAINING/SKILLS DEVELOPMENT	
Team activities	<ul style="list-style-type: none"> • Workshop: mission and vision and marketing strategy (one part day) • Master class: disabled at work services (one day).
Basic for new employer service advisers (e-learning and a number of part days)	<ul style="list-style-type: none"> • Introduction to employer services • Advising to sell (handling meetings, engaging in discussions, negotiating, dialogue situations in a political force field, creating and maintaining relationships) • Tackling your labour market (e-learning now also available) • Composing arrangements and strategic HR policy • Financial engineering.
Additional modules (e-learning and a number of part days)	<ul style="list-style-type: none"> • Labour law • Presenting skills • Social media and employers • Job-hunting • Knowing your target groups.
Senior adviser products (two days)	<ul style="list-style-type: none"> • Coaching for quality • Project management.

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

We do not have any generalists who deal with services to both jobseekers and employers.

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?

Working with industries/sectors and Colo (the association of 17 Dutch National Centres of Expertise on Vocational Education, Training and the Labour Market)/knowledge centres:

Working with industries and sectors is done specifically via the employers' service points, both national and regional, in designing inflow projects, covenants and learn and work arrangements. Colo and the knowledge centres contribute their expertise in demand-driven training, recognition of prior learning (RPL) and funding opportunities and they are the interface between industries and sectors, UWV and training institutions and RPL providers.

Partnership with Colo/knowledge centres: Strategic partnership between Colo/knowledge centres and UWV WERKbedrijf aimed at working together to create transparency in the labour market and offering a coordinated joint approach to employers/sectors and jobseekers, providing sectors with well-qualified, employable staff, and assisting UWV WERKbedrijf in its aim of helping jobseekers out of the labour market into a (learning) path.

Partnership with ABU/industry organisation agency industries: We have agreements with employment agencies to let jobseekers have speed dates with them when they are first unemployed. We also have agreements with employment agencies on including agency vacancies in the werk.nl. covenant with the agency industry on placing young people.

Work school: Joint initiatives in 30 regions by employers, educational establishments, UWV and municipalities, care providers and support facilities. In 30 labour market regions, at the 30 regional branches, employers and others involved in the labour market can participate in the 'work school'. The (regional) work school is a network of organisations working together in a labour market region. This network organisation acts as a regional broker and interface between employers, educational establishments, UWV and municipalities, care providers and support facilities. Trainees at the work school are disabled, or with severe learning difficulties, or very difficult to raise young people who are still at the practical training or further special training stage. The regional work school assists them in their progress and the (educational, care and support) facilities from the organisations involved are streamlined around the young people. The work school is not a new institution, but ensures that all the inputs from the various organisations and bodies are coordinated and operationalized with one another around the needs of the client. Work school courses are put together using the resources, inputs and expertise of all the parties involved. UWV's input consists of providing expert labour advice and using the support resources and funds for trainees.

Working with training institutions and RPL providers: The training and RPL component of the covenants and learn as you work arrangements are provided by institutions that provide both chargeable and non-chargeable training. UWV WERKBedrijf facilitates agreements with these parties on using training and RPL procedures, with employers and the employer service point being supported by the learn as you work offices, which are experts in training, RPL, agreements with training institutions and RPL providers and funding opportunities.

Working with reintegration businesses: Collaboration with reintegration businesses is used for those on WAJONG and WGA benefits. UWV can make agreements on services by reintegration companies such as guidance and career monitoring as part of the work school, but other learn as you work arrangements as well. Reintegration businesses can also put together learn as you work projects themselves. Arrangements must fit into the reintegration service purchase framework.

3. CONTACTING AND ENGAGING WITH EMPLOYERS

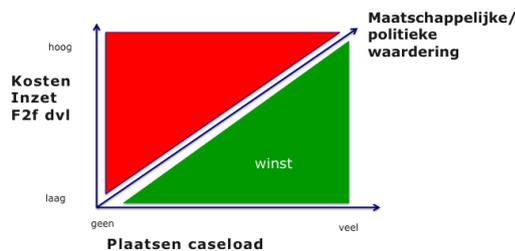
3.1 How does the PES identify, target and make initial contact with employers that could potentially benefit from the PES services?

This is based on the national/regional marketing plan, as described in section 3.2.

Any employer can expect us to provide services to them. How much work is involved in offering our products and services, and which channels we use, depends on how much added value an employer offers our target groups: how far they are prepared to employ them. How labour-intensive our services are, therefore depends mainly on whether an employer is interested in disadvantaged and/or disabled jobseekers (preferential employers).

Shown in graphic form, it looks like this:

Cost of employing Social/political
F2f dvl assessment



This means there is no clear dividing line between situations when face to face services can be offered or not. Every time an employer organisation, partner, etc. makes a request, the (senior) employer service adviser must ask themselves what level of personal input is reasonable. Ultimately, WERKbedrijf is based

on how many disadvantaged and/or disabled jobseekers can be put into long-term paid careers via our efforts.

Assigning caseload

Preferred employers are employers who are willing to take jobseekers who are difficult to place for commercial or social reasons. They are important to us, because they provide an outflow for this group of jobseekers.

The deciding factors and/or characteristics with 'promising employers' (preferred employers) when it comes to opportunities for people who are (well) out of the labour market are as follows:

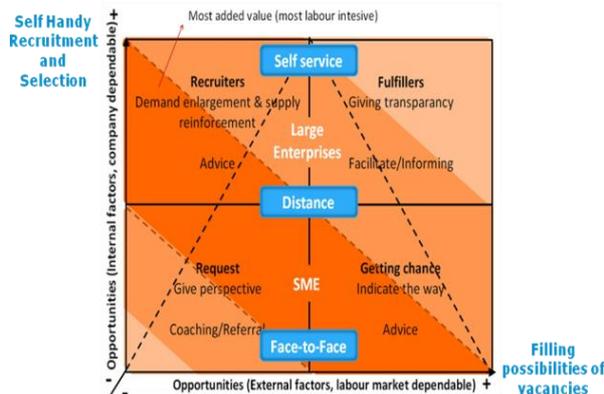
- They are experienced in hiring jobseekers who are out of the labour market/reintegration/UWV
- They are experienced with subsidies
- They are social employers
- Large companies
- Local cooperatives
- Developing jobs.

The UWV Knowledge Centre knows from (police) records who has taken on people who are disadvantaged and/or disabled, from which it can make out some specific, recognisable (organisational) characteristics of these businesses, such as how large they are, what sector or region they are in, their age structure, how much flexible

work they offer and part-time to full-time ratio, and how many people they have laid off. Employer service advisers can then use this information to track down potential preferred employers.

The UWV Knowledge Centre also researches into recognising preferred employers. This aims to see whether there are other communal business characteristics that set such employers apart, but which are not immediately apparent from (police) records.

How much work we put into providing services to preferred employers depends on



the labour market and business factors of the segmentation model, which we can then use to offer employers the right services:

- a) Giving transparency
- b) Indicating the way
- c) Demand enlargement and supply reinforcement
- d) Giving perspective.

a) Providing services to employers: Giving transparency

Employers in this segment are well-equipped to organise their own recruitment and selection. They have expert HRM staff (business factor), and their vacancies are easily filled (labour market factor). What we offer these employers is mainly transparency in terms of the 'preferred' supply (caseload) available.

b) Providing services to employers: Indicating the way

Employers in this segment have neither the knowledge nor the skills to acquire and select staff themselves, but post vacancies that we can fill together. Where WERKbedrijf adds value here is directing them to the right caseload supply.

c) Providing services to employers: Demand enlargement and supply reinforcement

Employers in this segment have expert HRM staff who can handle recruitment and selection themselves, and post vacancies that are hard to fill as supply in the market is limited. Where we add value is in answering questions employers have about the direction of supply from the caseload available.

d) Providing services to employers: Giving perspective

Employers in this segment have vacancies that are hard to fill and do not have the expertise needed to recruit and select staff themselves. Where we add value is in providing opportunities to improve their abilities to recruit, select and answer questions about the direction of the caseload.

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?

Establishment channel

UWV WERKbedrijf organises the face-to-face channel from a national employers' service point with 12 account managers and 30 regional employers' service points with 450 staff providing services. UWV and municipalities together also offer services to jobseekers from 100 jobcentres.

Internet

UWV informs and provides employers services at uwv.nl, werk.nl and wajongwerkt.nl and is involved in a number of other websites such as lerenenwerken.nl and samenvoordeklant.nl. Both uwv.nl and werk.nl have personalised environments for employers where they can use a range of products and services.

Telephone

UWV has one national telephone number for employers and one for jobseekers; jobseekers and employers can also contact the 100 jobcentres by telephone. The primary channels for employers are the telephone and the Internet. The employer service points provide services to employers who have career openings for disadvantaged and/or disabled jobseekers. We assist employers who want applicants they can employ immediately primarily via the self-supporting strategy (werk.nl).

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

4.1 Is reporting of vacancies compulsory?

UWV registers vacancies when employers request. Registration is automated via the website as far as possible. There is no obligation to register vacancies with UWV.

4.2. What types of vacancies are most reported?

Employers can opt to register vacancies with UWV (via werk.nl or employers service points) or with private intermediaries or vacancy sites. UWV WERKbedrijf makes as many vacancies as possible transparent at werk.nl via vacancies from employers, private intermediaries and via job spidering.

Number of vacancies filled in NL 2010: 686,000. Source: vacancy survey in the Netherlands 2010.

Acceptance channel by training level of persons hired			
	Low	Medium	High
Advertising	27 %	47 %	26 %
UWV WERKbedrijf	36 %	51 %	13 %
Detachment agency	8 %	33 %	59 %
Web (vacancy site)	5 %	33 %	62 %
Own website	9 %	46 %	45 %
Werk.nl	23 %	52 %	25 %
School	34 %	43 %	23 %
Open solicitation	39 %	40 %	22 %
Employment agency	27 %	57 %	15 %
Via own staff	32 %	43 %	25 %
Amongst own staff (recruiting internally)	19 %	34 %	47 %
Relations	21 %	38 %	41 %
Recruitment and selection agency	6 %	25 %	69 %
Other	34 %	42 %	24 %
Total	22 %	42 %	36 %

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?

Werk.nl

Werk.nl compiles labour market data (regional/sectoral] for marketing plans and advising employers/sectors. Labour market data is used to provide advice on vacancies that are difficult to fill.

It uses an advanced careers, training and skills system which uses the same classification system on both the supply and demand side. Automatic matching compares what employers and jobseekers want and produces a priority ranking by match. Vacancies and CVs are completed via fixed format standard preset tables.

WBS

WBS is an information system that can store details of vacancies and employers and can be used to match jobseekers to vacancies and vice versa.

Share

Share is our system for recording covenants and arrangements we make with employers. It makes partnership agreements transparent at national and local levels, and also serves as a recording system to record and monitor the latest developments in terms of agreements.

Management Information Portal

My Information Portal (MIP) tells management what UWV WERKbedrijf can do in terms of all main objectives, performance indicators and products WERKbedrijf supplies. MIP provides accessible information on source to at least branch level.

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?

Employers look primarily for employees who can meet functional requirements, without presenting them with too many risks. When taking on disadvantaged and/or disabled jobseekers, employers particularly need tools to manage their risks and enable applicants to meet functional requirements (training). Provisions to consider here could include:

Trial placements

Employers can offer the unemployed or partially able to work an unpaid trial placement for three months. Such 'candidate staff' continue to draw their benefits during this period. The aim, ultimately, is that the employer offers them a job after the trial period.

No-risk policy

The 'no-risk policy' is for employees who are in capacity for work or Wajong benefits at the time they take up employment. This means the employer is paid a consideration for continuing to pay their wages. The no-risk policy runs for five years. If an employee is (or was) on Wajong benefits or was WSW designated and falls ill, the no-risk policy applies for as long as they work.

Wage exoneration

Employers can pay less than the minimum wage to employees on Wajong benefits in some cases. They can use this temporary wage exoneration of these employees' disabilities, meaning they perform less than their other staff. Wage exoneration can last from six months to five years.

Work and/or transport allowances

If it costs an employer more to enable staff with a working disability to work, they can apply for subsidies for doing this. These subsidies are intended for resources at the workplace or for modifying the setup at work, such as modifying a toilet for wheelchair users, or an entrance with automatically opening doors. Subsidies are conditional upon the employee being with the employer for at least six months.

'Running' provisions

There are some resources employees with working disabilities can apply for themselves, which they can then take with them to a subsequent employer, like a special office chair or braille reading regel.

Transport allowances

If staff with working disabilities cannot get to work by their own or by public transport, UWV may be able to pay for a taxi or provide a hire car. Staff with working disabilities can also have their own cars modified.

Job coach

If you are an employer with staff who have long-term illnesses or disabilities who need support, a job coach could provide assistance. Job coaches support staff with long-term illnesses or disabilities (working disabilities) in careers. Staff receive personal training or familiarisation programmes and support on the job. By the end of a successful programme, staff can do the work themselves; but the job coach remains available if a problem arises or if there are sticking points, as far as changing the kind of support involved. Engaging a job coach costs nothing.

Reduced contributions for the older unemployed

The National Government has introduced reduced contributions for employers who take on unemployed persons 50 years or older. Businesses can apply reduced contributions of EUR 6 500 p.a. for three years.

Mobility bonus (In the future – available as of 01.01.2013)

Employers receive a mobility bonus for taking on:

- Anyone entitled to benefits aged 50 or over. This mobility bonus is EUR 7 000 p.a. for three years.
- Anyone 55 or over not entitled to benefits. This mobility bonus is EUR 3 500 p.a. for three years.

Older employees with long-term sicknesses compensation scheme

Employers get their wage costs reimbursed for older (55-plus) and long-term sick staff (more than 13 weeks) who were unemployed for 52 weeks or more before they started work. Employers are compensated if staff fall sick within the first five years of starting work.

5. MONITORING AND EVALUATION

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

Management Information System

My Information Portal (MIP) tells management all about UWV WERKbedrijf's services for all main purposes, performance indicators and products WERKbedrijf

supplies. MIP provides information on services up to at least the establishment level in an accessible fashion.

Planning & control cycle (monitoring meetings)

We conclude management contracts with management setting objectives in terms of both quantity and quality. These are used as the basis for monitoring meetings.

Customer satisfaction surveys

Jobcentre customer surveys consist of an ongoing customer survey by UWV WERKbedrijf. We ask employers and jobseekers to complete questionnaires about how they experience services at the jobcentre. We publish the survey results every four months. Desan will be taking over these customer surveys from 2009.

These customer surveys aim mainly to improve the quality of service: they are designed to instigate and continue a process of improvement at all levels, both nationally, in districts, at establishments and for work coaches.

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?

We make agreements with the Ministry of SZW on performance targets to be achieved each year. The main indicators, as far as providing services to employers are concerned, are as follows:

- Transparency on vacancies: number of vacancies at werk.nl
- Transparency on jobseekers: number of CVs at werk.nl
- Outflow to work
- Vacancies filled
- Customer satisfaction amongst employers
- Temporary dismissal licences/employment licences.

WORK performance indicators	Norm 2010	Results 2010
Transparency on vacancies for jobseekers	60 %	63 %
Transparency on jobseekers (CVs) for 180,000 employers	250,900	250,900
Number of vacancies filled	95,000	107,500
WW outflow to work	187,000	256,100
Customer satisfaction amongst employers	7.0	7.2
Promptness of dismissal licences	82 %	83 %
Promptness of employment licences	90 %	92 %

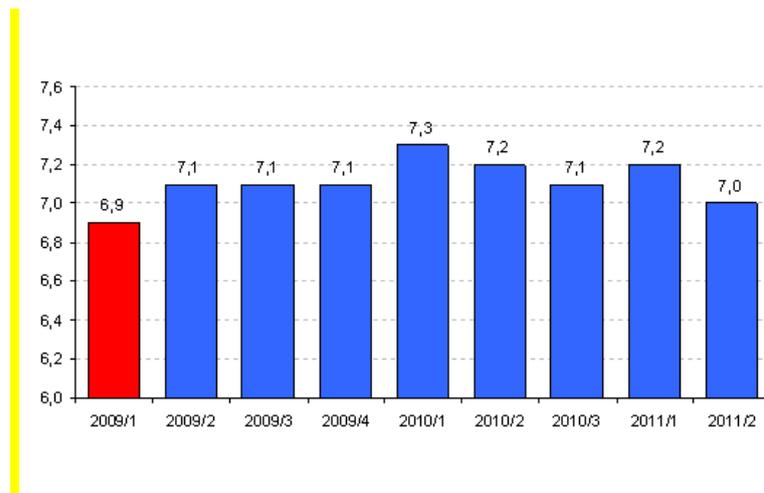
- *Transparency on vacancies* – by this we mean the total number of vacancies in the Netherlands we find for jobseekers via UWV WERKbedrijf branches and werk.nl. The number of vacancies posted in 2010 was 537 000. The 63 % transparency figure is based on a vacancy market of 845 000 p.a. This vacancy market is quantified based on regular surveys by the Central Office of Statistics amongst employers on how many vacancies they expect to have.
- *Transparency on jobseekers (CVs) for employers* – by this we mean how many CVs we make available via werk.nl. Our clients are available if they post CVs on werk.nl. Work coaches encourage clients to use werk.nl and post CVs.
- *Number of vacancies filled* – 107 500 vacancies were filled in 2010.
- *Work outflow WW* – We helped 256 100 clients who might be entitled to WW benefits into work in 2010.
- *Promptness of dismissal licences* – we use this to measure how many dismissal licences we have issued promptly (within six weeks). Employers who want to dismiss staff must apply to UWV WERKbedrijf to do so. The district courts are only required to terminate contracts for good reason. In 2010, we negotiated 41 800 dismissal applications and granted 25 700 dismissal licences. To avoid disadvantaging employers, we try to issue licences by the end of the month, to allow for notice periods. Of the WW licences granted, 83 % were done promptly.
- *Promptness of work permits* – we use this to measure how many work permits we issue within the five week period required. Employers who want to hire staff from outside the European Union need such permits. In 2010, we handled 16 500 job permit applications, of which 13 800 were approved. Of the permits issued, 92 % were done so promptly.
- *Customer satisfaction amongst employers*: customer satisfaction amongst employers was 7.2 in 2010 (see section 6.3).

Getting jobseekers into work

	2010	2009
Total number of clients helped into work	314,000	254,000
Of whom are jobseekers entitled to WW benefits	256,000	200,000
• Within three months	98,000	95,000
• From 3 to 12 months	126,000	89,000
• After 12 months	32,000	16,000
• Of whom are other jobseeking clients	52,000	47,000
• People entitled to assistance benefits	28,000	25,000
• People not entitled to benefits	13,000	9,000
• People at work but threatened with unemployment	11,000	13,000
Of whom are incapacitated for work*	6,000	7,000
Young people helped into work	71,000	58,000
People 45 plus helped into work	76,000	65,000
Setting out as self-employed	14,000	8,000
In work after using reintegration route or service	21,000	15,000
• Of whom are unemployed	15,000	8,000
• Of whom are incapacitated for work	6,000	7,000

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

The graph below shows the results of the customer satisfaction surveys for employers for 2009-2011 (measured on a 10-point scale, with 1 being the lowest rating and 10 the highest).



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

Customer surveys for jobcentres are a part of the ongoing customer research by UWV WERKbedrijf. Employers and jobseekers are asked to complete a questionnaire on their experience at the jobcentre. The latest customer survey results are published every four months. Desan will be taking this customer survey over from 2009.

The main purpose of customer surveys is to improve the quality of services: therefore customer surveys are designed to instigate and follow up the process of improvement at all levels, both national, in districts, at branches and for work coaches.

If an employer rates UWV WERKbedrijf less than seven, they are asked the main reason why. If the employer agrees, the work coach handling the vacancy then gets an e-mail immediately with all the employer's answers and whether the employer would like to call them.

At branch and district level, web reports are available several times a year, with results, histories, benchmarks and all outstanding questions answered.

UWV also draws up a knowledge agenda. UWV sees its job as discovering knowledge, not only so its own organisation can work with more knowledge, but also

to share that knowledge with partners in the work and earnings chain. We engage in research jointly with other parties such as knowledge institutions and universities.

WERKbedrijf research subjects in 2012-2013:

- *A changing labour market*: transparency in the labour market, developments in employment and insurance populations, flexibility, mobility and entitlement to social security and matching in the labour market and employer services (impact of approaching employers/services and finding preferred employers).
- Participating in work: includes working with limitations/Wajong, monitoring participation, innovations in assessment, diagnosis and support.
- E-services: accessibility and use of e-services, profiling and diagnostic tools, service profiles and providing effective e-services.

6 CONCLUSIONS

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

- Bringing employers and jobseekers together effectively. Being able to search/select potential applicants effectively and approach them and working with those involved in the labour market to help overcome the mismatch between supply and demand.
- Getting employers 'interested' in taking on disadvantaged and/or disabled jobseekers or with limited working abilities (also in view of the possible second crisis).
- Approaching employers professionally and effectively and providing services to vulnerable groups effectively.
- Providing public employer services together at national and regional levels with municipalities and others involved in the labour market. Avoiding competing with one another.
- Drawing financial resources from public sector organisations, O and O funds, etc. for making arrangements/ covenants (e.g. learn/work arrangements, pre-training projects in shortfall sectors).

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

There are a number of broad conclusions and suggestions for improving and strengthening successful approaches to employers, that can be drawn from different surveys.

These conclusions and suggestions are about recognising opportunities with employers, involving needs and opportunities on the part of employers/employment agencies in hiring policy/filling vacancies (improving chances of 'matching'), getting a better view of what jobseekers are available and strengthening that supply, working together better internally at national/regional and regional/jobcentre levels, having a better view of the results and effects of approaching employers, and strengthening the commercial abilities of employer service advisers.

Being able to spot opportunities amongst employers and strengthen existing approaches

Putting more focus on promising (preferred) employers, that is, employers who regularly offer opportunities to unemployed persons who are difficult to place. An employer service adviser's job is to find potentially promising employers in their region without having to spend too much labour-intensive time visiting businesses. Opportunities appear amongst other things, to be amongst employers who think it is important to contribute to society, and there can be more opportunities amongst small and medium-sized enterprises. Opportunities arise to varying extents in all sectors; a business's specific circumstances (policy, workforce makeup, growth, etc.) are a major factor here in conjunction with positions in which experience and stability may be important, or where providing services to older clients.

Relationship management

Research shows that large companies, businesses expecting growth in job opportunities (career openings) and/or those which have (favourable) experience with reintegration (taking on disadvantaged and/or disabled people) have more opportunities for disadvantaged and/or disabled jobseekers. When it comes to placing disadvantaged and/or disabled jobseekers, it is essential to invest in employers who have experience with this target group. Employers want things to be done based on their interests and in a way that responds to their needs and flexible demand. It is important to cultivate existing relationships with employers and invest in good relations with them, as it is they who offer the greatest chance of success. That means advisers must spend enough time and consider the chances of success when approaching and motivating employers.

Arrangements, project approaches and speed dating/career markets with employers/sectors and industry-specific approaches

Arrangements, project approaches and speed dates/career markets aimed at specific groups of employers – certainly if they are industry-oriented – are relatively 'cheap' routes when approaching employers, as existing networks can be used. Knowing an industry increases the chances of recognising opportunities for the unemployed and/or influencing recruitment and hiring policy.

Matching supply and demand better, knowing better what jobseekers are out there

Considering involving employers and employment agencies when it comes to hiring policy and filling vacancies at both jobcentre, regional and national level and when providing e-services (matching via werk.nl). UWV will be expanding the opportunities for searching for and selecting vacancies and potential applicants in 2012 to include a number of new criteria. When taking on disadvantaged and/or disabled jobseekers, one thing employers need particularly is tools to manage their risks and ensure candidates meet job requirements (training).

It is important to know well what qualities jobseekers have and ensure that they have a quality profile in our client monitoring system and/or werk.nl (client profile/CV). For those on WW, the requirement is they must have their profiles or CVs on werk.nl. For clients on AG benefits (Wajong and WIA), we ensure that all clients who can work have client profiles on our client monitoring system (via the skills atlas), so we can preselect the right candidates, or potential candidates, for specific vacancies, arrangements and covenants. It is important to have good communications (feedback) between employer service advisers and those supporting jobseekers.

Strengthening the commercial skills of employer service advisers

Mediating disadvantaged and/or disabled jobseekers calls for a good level of commercial skills (the ability to 'sell'). These skills can be strengthened, as part of our training programme.

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	4	<ul style="list-style-type: none"> • How do other countries deal with the mismatch between supply and demand? And how are they dealing with the second crisis? • What public sector partners do other countries work with, and what does this collaboration involve? What benefits and drawbacks do they find?
Contacting and engaging with employers	3	
Recruitment and finding job opportunities for disadvantaged individuals	5	<ul style="list-style-type: none"> • How do other countries 'induce' employers/ sectors to take on disadvantaged and/or disabled jobseekers? And what results do they achieve? • How do other PES organisations deal with financial engineering, taking up financial resources, including their own resources, O&O funds, ESF/EGF etc., to support arrangements/covenants with employers/sectors? How do they see their own role in this?
Monitoring and evaluation	3	<ul style="list-style-type: none"> • How do other PES organisations monitor and measure how effective and efficient the services provided to employers are? What are effective employer approaches and services?