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AMS Austria

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In collaboration with GHK Limited and the Budapest Institute.

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

The Austrian Public Employment Service (AMS) is Austria's leading provider of labour market related services. We match candidates with job openings and assist jobseekers and companies who turn to us by offering advice, information, qualification opportunities and financial assistance.

Within the framework of the Federal Government's policy of full employment, the AMS renders a major contribution to preventing and eradicating unemployment in Austria. Commissioned by the Federal Ministry of Labour, Social Affairs and Consumer Protection, the AMS assumes its role as an enterprise under public law in close cooperation with labour and employers' organisations.

Under the Public Employment Service Act of July 1, 1994, the Labour Market Administration Authority AMV was spun off from the Federal Ministry of Employment, Health and Social Affairs and the new Public Employment Service AMS was set up as a service agency under public law.

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

The overall purpose of the AMS is to maintain good *partnerships with employers*. This includes creating and servicing a special platform for providing and distributing information about vacancies, which helps us to fulfil our main functions for employers which includes:

- filling of vacancies
- acquiring employers with large numbers of job openings as customers
- securing employers as customers
- counselling and offering subsidies to employers
- foreign labour administration
- 'early warning' in the case of mass dismissals
- increasing the penetration rate of the labour market (i.e. how many of the filled vacancies are supported by AMS)
- acquisition of job openings with the qualification 'apprenticeship or higher'.

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

Role	Importance of the role (scale 1 – 5, 1 is the least important, 5 is the most important)
Labour market advisor	3
Job broker and filler of vacancies	5
Human resource consultant	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)	2 (apprenticeship openings)
Other (please specify): prohibit employers and job agencies from discrimination in job specifications because of gender, age, ethnic group, religion, sexual orientation or disability	2

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

There are no chargeable services in the PES in Austria.

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

Yes, all services are offered in all regional offices (100 in Austria).

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? (If segmented, on what basis?)	Service delivered by which PES staff?
Collection and provision of labour market information	yes	<p>Large number of publications, newsletter</p> <p>The actual information (inclusive statistics) is included in the website of the AMS www.ams.at</p> <p>Some provinces have their own regional newsletters or periodic publications.</p>	Universal service	<p>Specialist team in the federal headquarters</p> <p>Specialists in the provinces' headquarters</p>
Drafting and posting of vacancies	yes	<p>The EDP expert system has a direct interface with the website and its EDP job exchange, called eJob-Room.</p> <p>For filling vacancies, we offer several services:</p> <ul style="list-style-type: none"> • eJob-Room for enterprises: user account with storage of personal or company data, or search profile without an individual user account (<i>note: service available in German only!</i>) • job fairs: enterprises and job seekers, direct selection of applicants • pre-selection: on request of the client, tailor-made filling of vacancies • actively offering job seekers to enterprises which have a foreseeable need for additional human resources • identifying qualifications and strategies to fill the respective vacancy • meetings with clients: in order to receive information on the actual demand for personnel 	Universal service	Advisors for employers in the regional offices

		<ul style="list-style-type: none"> company visit: personal contact between AMS staff and the enterprise at the business location counselling on alternative strategies to fill vacancies. 		
Recruitment services	yes	Multi-level pre-selection procedure (written application, interviews, assessment centre).	Segmented service for enterprises with a high potential for recruitment Or with very difficult demands	Advisors for employers in the regional offices
Human resource consultancy	yes	Information about employment of the disabled or labour market trends is an important part of an advisor's work. There are a lot of information sheets.	Universal service	Advisors for employers in the regional offices
Information and advice on subsidies and ALMP	yes	Information, counselling and guidance on possible subsidies on the phone or visits in the companies.	Universal service	Advisors for employers in the regional offices and subcontractors for special advice (e.g. flexibility in work schedule).
Support for the integration of disadvantaged groups and long-term unemployed before and/or after employment	yes	Support only till the unemployment ends. Only subsidies which go to the employers. All individual subsidies for jobseekers (also for disadvantaged groups) are managed by the advisors for jobseekers.	Universal service	Advisors for employers in the regional offices in close contact with the advisors for jobseekers
Rapid response and redeployment for large-scale redundancies	yes	On demand, there is an early warning system for mass redundancies. We offer a sort of outplacement advice for the dismissed persons.	Universal service	Advisors for employers and sub-contractor for special outplacement advice.

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?

In 2010, 30 311 employers announced 444 320 vacancies to PES local offices. There were 237 474 enterprises in Austria in 2009 (source of data: Austrian Statistics, sorry there are no results for 2010 at the moment).

At the PES platforms, 45 % of all legal jobs (without self-employment) are announced..

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

Of all jobs in Austria, two thirds are in enterprises with 1-10 employees. This is also the main group of PES customers. A small number (20 %) of all vacancies go to temporary agencies and private employment services.

The following table illustrates the number of job vacancies in 2010 (average, registered at the Public Employment Office) split to the following sectors:

Average -	Total	31.009	100%
Occupation in agriculture and forestry		525	1.7 %
Occupation in mining and industry		12.014	38.7 %
of which	construction workers	2.592	8.4 %
	metal workers, electricians	4.944	15.9 %
occupation in trade and transportation		4.479	14.4 %
of which	occupation in trade	3.495	11.3 %
occupation in services		7.439	24.0 %
of which	occupation in hotels, restaurants	5.287	17.1 %
occupation in technics		1.725	5.6 %
occupation in law, administration, office		2.369	7.6 %
occupation in public health, teaching, culture		2.458	7.9 %

average	Total	31.009	
Provinces	Burgenland	676	2 %
	Carinthia	1.765	6 %
	Lower Austria	3.911	13 %
	Upper Austria	6.913	22 %
	Salzburg	2.722	9 %
	Styria	4.283	14 %
	Tirol	2.754	9 %
	Vorarlberg	1.546	5 %
	Vienna	6.439	21 %

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

Employers who offer jobs on a self-employment basis are not our preferred target group. Jobseekers are not inclined to take up self-employed work. Nevertheless, these jobs can be posted at the self-service platform eJob-Room.

There is no particular sector which does not use the services of PES. Sometimes employers do not give the PES the vacancies for very highly paid jobs (especially management positions).

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

Most employers want to find candidates for their job offers. Approximately 60 % of the advisors' time is dedicated to handling job vacancies which includes 15 % for the pre-selection of jobseekers for employers.

About 40 % of the advisors' time is dedicated to other tasks such as acquiring and securing employers as customers, counselling and offering subsidies to employers.

Very little time (1-2 %) goes to the administration of foreign labour (often done by specialists in the local offices).

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

Personal resources in PES 2010:

Staff total amount: 4.802 persons

For service for employers: 649 persons

Main subsidies for employers in 2010:

- 28.4 % subsidy for wages (for disadvantaged persons)
- 3.4 % subsidy for the further education and training of employed persons
- overall 31.8 % of the subsidy budget was given to employers.

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?

Yes, there are mainly specialised advisors for dealing with employers. Only in very small regional offices are there customer advisors who work with jobseekers and employers. Sometimes, an advisor will take over work for his/her colleague in their absence.

There is a small number of colleagues in the so-called 'key account management' role (they offer services for big companies who have branches in several districts of Austria).

Vienna and the larger regional offices in the rest of Austria are organised into sectors and industries (trade, construction industry, hotel or guest trade, etc.). The other offices are regionally organised so individual advisors cover all sectors.

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

The basic training for all PES staff takes 28 weeks (this includes theoretical and practical training). Afterwards, there is a 10 week special training for advisors working with employers. The topics in these special courses include:

- all services and special applications for employers (preselecting candidates, eAMS – account for employers, eJob-Room, EURES, etc.)
- being proactive in customer service
- conversation and counselling techniques
- labour market monitoring and segmentation

- controlling tools (date warehouse)
- target-group-specific offers for employers
- co-operation with the service for jobseekers.

Usually every advisor who offers services to employers completes one to two weeks of training (soft skills, telephone training, marketing training, etc.) every year. This however is voluntary.

There is special training for colleagues who work in 'key account management' (they offer services for big companies who have branches in several districts of Austria).

The training is slightly shorter than the course above, however it contains a module with a sales trainer and another module for business administration basics.

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

2.2.1. How is their work organised?

The use of generalists is not common practice. Customer advisors who work with both jobseekers and employers are only found in very small regional offices c. Sometimes a jobseeker advisor will perform the work for his/her colleague providing services for enterprises in their absence.

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

There is no need and therefore no special training.

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

The Chamber of Labour, Chambers of Commerce, the Austrian Trade Union Federation (ÖGB) and the Federation of Austrian Industries are all members of the supervisory board of the AMS. They all give input to the labour policies in Austria.

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 PES gets information about enterprises with a high potential for recruitment from the Pension Insurance Organisation, which is part of the Austrian Social Security Organisation. The Pension Insurance Organisation registers all employment beginnings (and endings) in all private enterprises and also in the public administration.

The PES also uses:

- websites of big companies which have their own job offers,
- vacancies in newspapers and other online job platforms.

The first contact is mostly made by telephone, sometimes by e-mail. If we are interested in getting in touch with an employer we offer a company visit.

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 contacts are made by telephone and sometimes by e-mail. Since 2010 there has been a special online account for employers to offer and administer their vacancies and apply for subsidies. The personal contact between AMS staff and the enterprise at the business's location is the best approach for a good partnership with the employers.

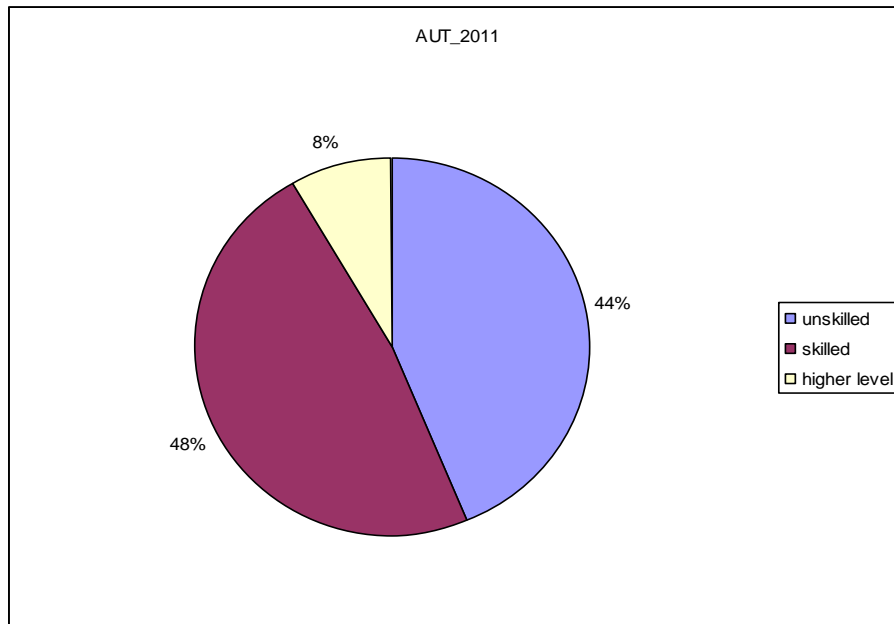
4. WORKING WITH EMPLOYERS: RECRUITMENT AND FINDING JOB OPPORTUNITIES FOR DISADVANTAGED INDIVIDUALS

4.1 Is the reporting of vacancies compulsory?

No.

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

The following table depicts the type of vacancies available in 2011:



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?

We use a variety of different methods to publish our job vacancies:

- if we receive a request to fill a job vacancy, we put it in our national database and from this moment on every customer advisor of the AMS has terminal access to the job vacancy;
- vacancies are listed on the internet job platform ('eJob-Room');
- job vacancies are published at the Jobexpress (this is a regional office situated at the main railway station in Linz);
- vacancies are listed on the self-service info screens that are installed in our local offices;
- job vacancies are published in newspapers at the regional offices or in public newspapers.

The filling of job vacancies consists of:

- matching the profile of the job vacancy and the profile of job seekers in our national database;
- performing a pre-selection of applicants for a job vacancy: for jobs that require specific skills or those for which we expect many applicants, so the employer will only receive applications that are a good match with the job description;
- performing psychological tests for applicants to check the job skills required in the profiles of the companies;
- Project 'Passt' (German word for 'fits') is a joint project of the department of services for enterprises and services for job seekers to improve the placement
- key account management for big companies who have branches in several districts in Austria.

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

The description of 'disabled' is defined by AMS regulations as: people with an impairment of their physical, emotional, mental or sensory functions.

Every employer with 25 employees or more is required to employ disabled persons with a degree of disability of 50 % and upwards depending on the number of employees. If the employer does not, they will have to pay a fine of about EUR 300 per month/person. If they employ more than required, they will receive a benefit.

Long term unemployed is defined as job-seekers who are looking for a job for longer than six months.

For long-term unemployed and disabled persons the employer can receive subsidies for training on the job and this also acts as a stimulus to employ these candidates.

We began in the summer with a project named 'chance²', which aimed to identify an approach for making agreements with large employers to employ disabled persons. This project defines the process of matching disabled persons with jobs and coaches them on their application process and through their first period in the job.

5. MONITORING AND EVALUATION

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

Data Ware House (DWH), Balanced Score Card (BSC), Client Monitoring System (CMS).

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?

The CMS measures: the percentage of appraisals of 1 or 2 (top box), (appraisal 1 (very good) – 6 (very bad).

The satisfaction results indicate:

- general satisfaction with the services for enterprises – 72.3 %
- how good the placement fit? – 43.8 %
- support by filling the vacancy overall – 68.9 %
- support by the AMS advisor in particular (competence) – 86.1 %
- information about the subsidies – 68.3 %.

The DWH measures the:

- rate of penetration of the labour market (i.e. how many of the filled vacancies are supported by AMS)
- percentage of vacancies with a higher level of skills.

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

See 5.2.

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

The most important key data is included in the BSC. The regional headquarters and the regional offices are required to meet defined levels. If these levels are not met they have to create measures to improve the key data. We have a ranking of all headquarters and regional offices. Once a year every regional headquarter has a management assessment to evaluate results and define goals.

6. CONCLUSIONS

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

- PES Organisation: cooperation with service for jobseekers (we are on the way)
- Employer contact: multi channelling. Name of the project: IMS (Integrated Multichannel Service). This is a project that covers all channels (telephone, email, face-to-face, online accounts, websites. e-platforms) used in the services for customers (services for employers as well as services for jobseekers). The overall mission of the project is: Most services for our customers (for two thirds of our customers) which nowadays are provided in a face-to-face situation will be managed with the help of special online accounts and call centres. This will give the advisors more time for customers with complicated requests. We will finish the project by 2014.
- For the themes of **after sales service for employers** there are a few regional projects. One of them was developed in Vienna which is called 'After sales services – online questionnaire for employers' (this rates our services and gives us feedback for developing new services).
- Placement of disadvantaged jobseekers: attractive subsidies, coaching and assistance for employers (we have a pilot project in Upper Austria)
- To comprise the customer as the most significant partner by improving the services of AMS (we do it sometimes, but it is not enough)

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

Good practice in working with employers includes:

- advertisement in newspapers
- a large marketing tour with customer visits once a year all over Austria - named the 'emotion tour'

- customer meetings in our regional offices once to twice a year
- regional newsletters containing information about subsidies, foreigner services and information about the labour market, etc.

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	4	<i>Organisation of employer services. Cooperation with services for jobseekers</i>
Contacting and engaging employers with	5	<i>Customer loyalty programme, after sales service</i>
Recruitment and finding job opportunities for disadvantaged individuals	3	<i>Cooperation with non-profit organisations</i>
Monitoring and evaluation	2	<i>Key figures and systems</i>