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Input into Peer Review on Integrated Multi-channelling

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# 1. MULTI-CHANNELLING: OVERALL APPROACH AND STAGE OF DEVELOPMENT

1.1. *What is the PES's overall strategy and mission in relation to multi-channelling, and in particular, in relation to online services and other related channels?*

## **PES Austria on the way to a multi channel organisation**

In 2008 the analysis of our performance showed us that e-Services of AMS are rarely used and produce only poor customer satisfaction. From good practice transfers we learned: other Public Employment Services do it better.

We recognized that the four service-delivery channels of AMS:

- the personal channel – in our offices
- the electronic channel – via Internet/e-mail
- the telephonic channel – ServiceLines and offices and
- the written – letters and leaflets

... are insufficiently networked and coordinated, with poor strategic controlling, unsatisfying target-group orientation and have different data bases.

In December 2008 the management of AMS agreed upon a **Multichannel Strategy**:

### **1. Information:**

Main channel: Internet;

Support channel: Callcenter (ServiceLine);

As little as possible: face to face contacts

### **2. Communication/Administration:**

Main channel: Internet;

Support channel: Callcenter (ServiceLine);

As little as possible: face to face contacts

### **3. Placement:**

Main channel: Internet;

Support channels: Callcenter (ServiceLine) and face to face contacts

### **4. Counselling:**

Main channel: face to face contacts; online counselling is in some (predefined) cases possible

This multichannel strategy is the foundation of the Integrated Multichannel Service approach and is integrated in all developing steps to be taken. Another important principle is the gender and diversity approach (for customers as well as staff). IMS has the aim to develop the organisation, connect tools, processes and channels and improve service delivery standards. There is definitely no aim to reduce staff.

Involving customers in the development is an important approach.

**A survey of our customers (IFES survey – 05/2009) showed us:**

- Our customers have a high potential for internet services
- Most customers have internet-skills for website-navigation
  - Jobseeking via the internet is preferred by customers aged 20-30, scholars, students and academics; to apply for benefits via Internet is preferred by academics. Acceptance decreases steadily with level of education
- The potential will further increase within the next years; digital natives are increasing; studies tell us that the digital immigrants meet the increasing line of the digital natives in 2015 and the 'always on' (Y) generation is already reality.
- Lower level of qualification means lower internet skills, but: the younger ones are catching up!
- Even in the future there is a need for personal contact especially for counselling and special customer groups

In 2009 the project **“IMS – Integrated Multichannel Service”** and the IMS-Mission statement were set up by the management:

***“Our goal is to develop a concerted use of different service delivery channels of the AMS. The handling of customer-related processes by means of e-services, supported by telephones, should be enabled as far as possible through optimal utilization of the self-help potential of our customers. The personal contact in the office should be limited as far as possible for agreed appointments due to defined care and counselling needs and administrative requirements.***

***Thus the added-value of AMS should be increased and resources for demanding personal services can be obtained. The objective of early intervention is further maintained.”***

In Spring 2010 a **Service/Process/Channel-Matrix** has been elaborated in each core-process and the results were compacted to several key issues. Requirements for processes, tools, staff or customers were recorded. An external consultant was available for the first phase (especially for the SPC-analysis).

**The IMS key issues:**

- Developing a new website, a new eJobroom and a new automatic matching system
  - *One main target is to expand the electronic services to a big extent (subsidies, work permits, ...)*
- Developing and implementing a new eService tool called “eAMS-Konto” (a personal tool for communication, administration and online counselling).

- We have developed and already implemented two tools – one for jobseekers and one for employers.
- Connecting the channels and processes (interfaces) in an optimal way (we implement methods/instruments for process-/interface management)
- Modeling new local offices under consideration of IMS-standards (therefore we allow, steer and evaluate different pilots, discuss standards for counseling as well as guidelines for customer segmentation).
- Adjusting our steering instruments and methods
- Taking along our staff (trainings, workshops especially for our leading staff), taking care of the change of paradigm and attending the cultural change.
- Embedding the federal requests and make assure, that the structures in the regions are developed and steered

### **Summary:**

**IMS is** on the one hand **a project** with three focal points:

- The technical approach
- The focus on communication and information
- The organisational approach (organisational / personal development)

**But: IMS is** also **a programme**, which

- promotes the cultural development
- manages the change of paradigm

**And: IMS is** already **reality**:

- eService tool “eAMS-Konto” (**eAMS account**)
- Online counselling

**The IMS-initiative** shows two **directions of impact**:

On the one hand we follow a concrete project plan with short-/middle- and long term aims, on the other hand we try to fix the developed instruments, tools and methods.

1.2. What services are currently offered by which channels?

**Job-seekers**

	Registration of unemployed	De-registration of Unemployment records	Unemployment Benefit claims	Creation/update of Individual Action Plan	Information on suitable Job Vacancies etc.	Information and guidance (offered by employment advisors only)	Information on employment measures/schemes	Applications/referrals to/for employment programmes	Job/vacancy matching	Other services – please specify
Face-to-face/local office	YES	YES	YES	YES	YES	YES	YES	YES	YES	
Call centre	NO	YES	NO	NO	NO	YES	YES	NO	NO	
Internet/online	YES	YES	YES	YES (partly)	YES	YES	YES	YES	YES	
Email/SMS	NO	YES	NO	NO	YES	YES	YES	NO	YES	
Social media	NO	NO	NO	NO	NO	NO	NO	NO	NO	

## Employers

	Registration/ intake of Job Vacancy	Follow up of PES handling Job Vacancy	Establishment of contacts with jobseekers	Labour market information	Information on employment measures/schemes / subsidies	Data exchange on participant in LMP	Other services– please specify in the text
<b>Face-to-face/local office</b>	YES	YES	YES	YES	YES	YES	
<b>Call centre</b>	NO	NO	YES	NO	YES	NO	
<b>Internet/online</b>	YES	YES	YES	YES	YES	YES	
<b>Email/SMS</b>	YES	YES	YES	YES	YES	YES	
<b>Social media</b>	NO	NO	NO	NO	NO	NO	

*1.3. How are job-seekers expected to engage with the various channels and services?*

The strategy of AMS is not to shut any channel. That means that customers themselves decide which of the channels they want to activate or use. Of course, we try to steer the use of the channels. Information is given from the staff during the first counselling, we have information-meetings for new customers, there are a lot of marketing activities, mailing actions, and so on. Our counsellors are trained to monitor whether the customers are on the right channel or not. If they recognize that the customer has any problem on the current channel, they are asked to intervene. They have to arrange a face to face meeting in order to check the strategies of looking for jobs.

*1.4. To what extent is the profiling and segmentation of job-seekers linked to and achieved through multi-channelling?*

There is a clear counselling-contract. Online counselling has to be documented in that contract. The customer has to have an eAMS-Konto (eAMS-account) – this is one of the conditions. The customer has to show us, that he/she is able to work with it. If not, the counsellor has to return the customer to the face to face channel.

*1.5. Do you have a kind of ‘e-book’ whereby jobseekers enter all the activities to be carried out according to the individual action plan? Can this be monitored online by the employment advisor?*

The eAMS-account is more or less an “e-book”. All activities are documented within this tool. All the arrangements between counsellor and customer are written down in that contract.

*1.6. How are employers expected to engage with the various channels and services?*

There is no difference. For employers we have developed a separate account, which is offered to all employers. There are special structures for enterprises with different branch offices, but all in all we offer the eAMS-account to all employers. But of course: there is a difference in the intensity of support.



## **2. NEW DEVELOPMENTS: SELF-HELP TOOLS**

### *2.1. How does the tool work?*

#### **The eAMS-Konto: a new online-service tool**

4 different services are put together within one IT-Tool

- Placement
- Unemployment benefits
- Training
- Employment permits for foreign workers

The eAMS-Konto is directly connected with eJobroom and other eService tools. In addition to the connection with the eJobroom, a direct access to the “Jobroboter” exists and there is also a direct access to the data base on education and training (organised by AMS and also by external organisations). The usability of the eAMS-Konto is systematically improved (focus groups are embedded and the results are integrated in any release).

#### **The eAMS-Konto offers services for job seekers and companies**

- Registration, updating and deregistration,
- Creating search profiles, adding documents,
- Direct connection with the matching tool (eJobroom),
- Direct communication and information tool,
- Information about allowances and training measures,
- Application for allowances and training measures,
- Booking personal meetings with PES staff,
- Documentation of the written action plan (service contract),
- Secure e-Mail contact with PES-staff within the system.

#### **What can job seekers do through using the eAMS-account?**

- Place applications for unemployment benefits
- Get information about the status by dealing with the AMS-application
- Do the online registration without personal contact with AMS (if the jobseeker has a FinanzOnline – account)
  - about one third of the working age population has a FinanzOnline account
  - by registration with FinanzOnline the jobseeker has to show up at the AMS office after 3 months (if not deregistered within this time)
- Place the documentation of job searching activities

- Print confirmation documents for other organisations
- Access to all personal data on received benefits and times of registered unemployment

#### **How can Companies use the eAMS-account?**

- Companies get a detailed overview about all current and closed cases with AMS
- and an index of all users of the eAMS-account of the company (including their individual entitlements)
- Companies can bring in applications for employment permits of foreign workers

#### **And finally: what is part of the day-to-day operation**

- Appointments in offices are booked in advance via the internet or via the callcenter (ServiceLine) for specific customers
- A part of our unemployed customers need not to visit our offices – they are serviced only via internet, eAMS-Konto) supported by the callcenter (ServiceLine)
- Online-applications for unemployment benefits are possible
- Applications for unemployment benefits and call back information are possible via eAMS-account

*2.2. Has the tool been targeted and/or promoted at particular client groups? Who are the main users of this tool, either by nature or design?*

The eAMS-account has been promoted to both client groups: to the unemployed and / or to job seeking persons as well as to the employers. So we can say that we offer the tool to all our customers who are able and willing to work with it.

*2.3. What levels of client satisfaction have been observed in relation to this tool? Have there been any observed changes in relation to different client groups, and if so, what are the possible reasons behind these changes?*

The first surveys have shown us that customers have above average satisfaction. For example: we had a survey in connection to the eMotion tour 2010, when we asked employers. And we had an intermediate evaluation of our “online-counselling” project. The customers we asked were greatly satisfied with this new form of counselling.

*2.4. Is the success rate of such tool measured (in terms of successful placement outcomes)? If so, what are the results?*

The intermediate evaluation of our online-counselling project has shown us that people who use this form of counselling start working much earlier than other customers who have traditional face to face counselling. In autumn 2011 we are going to have an overall-evaluation. If the intermediate evaluation-trend is confirmed, we will implement this new way of counselling into all local offices. At the moment (05/2011) we try out this method in 5 regions.

In May 2011 about 30% (29.3%) of our customers have got an eAMS-account, and in Upper Austria, where the online-counselling pilot already includes all local offices, the average use of online counselling is above 20%.

In 2012 the use of eAMS-Konto (for job seekers) will be integrated in our target system; there are targets on the eAMS-Konto for employers in some regions. On a central level we are mentoring the progress.

*2.5. How has the tool been implemented across PES (or only in certain regions/for certain client groups)?*

The eAMS-account has been implemented step by step. The counsellors were told to look for people who are able and willing to do that, in order to get experience with the new counselling form. The same has happened to employers. We also have had focus-groups in order to improve the instruments by using the customers' feedback. Experienced colleagues have been involved in pre-release tests. Our release in June 2011 has its focus on usability.

Online-counselling was developed in the PES Upper Austria (in coordination with the AMS headquarter). There we started a pilot in 5 local offices. After some month of monitoring the management decided to extend the pilot to all the local offices in that region. In the meantime other regional offices took over the pilot.

*2.6. What have been the challenges and success factors for implementation?*

Voluntariness was the strategy within the first period; clear specifications and objectives were given within the second period. We also did a lot of analysis and gave the staff and customers (focus groups) the possibility of feedback in order to achieve improvements.

### **3. NEW DEVELOPMENTS: USE OF SOCIAL MEDIA**

*3.1. What types of social media have been used in PES?*

At the moment, we do not use social media as a separate channel. We use SMS (reminders) but we do not use twitter, face book or any other Web 2.0 tool. Of course we do discuss it, but the realisation is connected with the new IT-contract. This contract should be fixed by the end of 2011. One of our main aims is to develop a new website. In this context we will answer that question of using social media.

*3.2. Has the usage of social media been targeted and/or promoted at particular client groups? Who are the main users, either by nature or design?*

See above

*3.3. Is the success rate of such social media being measured (in terms of access to information, activation of job search etc.)? If so, what are the results?*

See above

*3.4. What levels of client satisfaction have been observed in relation to social media? Have there been any observed changes in relation to different client groups, and if so, what are the possible reasons behind these changes?*

See above

*3.5. How has the use of social media been implemented across PES?*

See above

*3.6. What have been the challenges and success factors for implementation?*

See above

## 4. IMPACT OF MULTI-CHANNELLING APPROACHES

4.1. *Are indicators being used to monitor the usage of the different channels in relation to the different services and types of user? If so, what are they?*

At the moment we are monitoring the face to face channel, the telephone channel the internet-performance (eJobroom) and of course we have indicators for different types of users (according to our customer segmentation). One of the most important aims of IMS is to monitor the service level quality of all channels, segmented according to different types of customers.

4.2. *What are the quantitative and qualitative results of this monitoring? Are there any other relevant results, for example, from specific evaluations?*

Additional to the Client Monitoring System (CMS) – which gives us an overall picture – we have special evaluations (special questions, evaluations for special regions).

4.3. *How are the various channels promoted and how effective is this promotion?*

The promotion of the eAMS-account is part of the internal marketing concept. There are different kinds of marketing promotion: the intranet (where we have an eLearning centre), we use the medium of film, we have newsletters, we organise a lot of awareness-meetings and we have trainings for the staff.

4.4. *How has the introduction and evolution of multi-channelling affected the organisational structures, working practices and culture of PES?*

The IMS-initiative has three directions of impact:

- 1.) Attending to the change of culture required
- 2.) Implementing the IMS-project aims
- 3.) Supporting the IMS implementation process (the IMS has already become reality).

At the moment we have found out that we have to install a further counselling form in addition to those we already use. We have to discuss the existing customer segmentation and we have to try out new or adopted organisational structures. Therefore we allow local offices to try out new forms of organisation. As set out in our project plan, we will allow these pilots to run until the end of 2012. Then we are going to evaluate all the pilots. If necessary we will renew the 3-Zone-structure (the organisational system we use at the moment).

*4.5. How has the introduction and evolution of multi-channelling affected PES resources?*

The implementation of new tools is connected to more work. Online counselling shows us that our counsellors need more time at the beginning of the process (mainly for the first counselling). At the moment it is difficult to say how multi channelling will affect PES-resources. We think that the new IT-system (the new eJobroom, the new matching system) will be able to do this, so that we will be capable of putting more resources into other kinds of services.

*4.6. What has been the impact of multi-channelling on staffing and staff training?*

The training of staff (eAMS-account: handling, marketing of new tools, online-communication) is the most important factor of success. We also do a lot of awareness-raising meetings, and we accompany the process by our communication concept (such as films, newsletters). Transparency, information, communication and the awareness of the staff are important factors in that process. Of course staffing is also an important factor: therefore we try to implement IMS into our basic-training. IMS is also part of the e-learning programmes (e.g. AMS 4 newcomers).

We also call attention to our senior and middle management: Therefore we have developed different workshops (e.g. "Leading/steering into/in the IMS-world"; "Change and Leadership", ...).

## 5. COMBINATION OF MULTI-CHANNELLING APPROACHES

### 5.1. *What are the main advantages in introducing multi-channelling approaches?*

#### **Advantages for customers and AMS staff:**

##### **Common data base**

- Transparency (all actions by customers or AMS staff can be seen on both sides)

##### **Correctness**

- With the help of a direct way of allocation all information goes to the right AMS staff member and is immediately available
- All entries in eAMS-account go automatically to other applications (to avoid writing down information two or three times)

Also the **“Training and Qualification” process uses** the eAMS-account in a successful way. We soon recognised the high online capability of our partner organisations. Now they do a lot of administrative work themselves. The biggest challenges: Necessary changes of the mind set of staff towards job seekers:

“Petitioner becomes Purchaser!” (change of paradigm), because there is full transparency about the financial support that AMS offers.

### 5.2. *What are the main challenges in introducing successful multi-channelling approaches and how have they been addressed?*

The transformation of the technical requirements is the biggest challenge of the IMS-initiative. To link the channels and processes is one of our most important targets.

One of the biggest challenges is to get the acceptance of PES-staff. Therefore we do a lot to get all the staff into the “boat” (information / individual trainings / feedback circles / pilots / ...)

### 5.3. *What are the main (potential) pitfalls of multi-channelling approaches?*

The handling of the tools has to be as easy as possible. If usability is not easy enough, customers and staff won't use it.

### 5.4. *How do you avoid the exclusion of certain groups if you offer increasingly digitalised services?*

During the first phase we aim at reaching those customers who are able and willing to use the new tools and/or the new counselling methods. We support them with the help of our ServiceLine (contact centre) and help.desk (for technical support).

We include information about using the eAMS-account into training and into information-meetings for new customers. We also offer support within the PES office (within the info zone) and our colleagues are asked to explain how to use the account at the very beginning of the counselling.

#### *5.5. What works best in relation to multi-channelling?*

We have realised that customers who use online-counselling are much more active in searching for a job. They regularly use eServices (eJobroom, etc.).

The advantages for our staff are clear: they have the possibility to steer the work schedule and they have the possibility to change between serving different clients and monitoring clients being on eServices.



## 6. CONCLUSIONS

### The future of AMS and IMS (our vision)

- Most job seeking is processed via the internet
- A good share of job-proposals plus feedback is done via the internet and callcenter (ServiceLines)
- A share of individual subsidies is done via the internet
- A good share of work permits is done via the internet
- Some counselling is done via the internet and callcenters (ServiceLines)
- The AMS Internet services are transparent for our customers and counsellors
- Employers give most of the vacancies directly via the internet
- Most of placement is done via the internet
- Most subsidies for employers are processed via the internet

#### 6.1. *What is most effective in terms of digitalising PES services?*

- Customers take over responsibility (high self service activities)
- Transparency (all actions by customers or AMS staff can be seen on both sides)
- Customers are independent (time and location - 24h/7d)

#### 6.2. *What are the main challenges in relation to digitalising PES services?*

- To make the tools as easy as possible in order to fulfil the customers' expectations.
- To explain to customers why they have to do the "job" of the PES (they take over most of the administration work)
- Taking the staff on the way into the multi-channel world. Giving them the support that is necessary by recognizing the diversity within the staff.

#### 6.3. *What would you most like to learn in the exchange with other countries?*

- What kind of customer segmentation other PES use and how multi-channelling has affected the organisational structures.
- How other PES are going to monitor the different channels.
- How other PES avoid the exclusion of certain customer groups.

**Specific areas of interest:**

- Developing, implementation and impact of MC-strategies in PES
- Methods and instruments of connecting channels and processes; process-steering mechanism within a multi-channel organisation
- Strategies and intentions to integrate new mobile and digital technologies