



**The European Commission Mutual Learning Programme
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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?*

The usage of existing electronic channels is intensified. The opportunities of further channels and media are technically analysed and assessed. It is our target to manage access to BA's services efficiently, taking into account technological changes and user behaviour.

Through the optimisation and enhancement of the use of electronic channels and services, and the resulting efficiency, resources are freed up to implement the core business, especially counselling intensive processes. This leads to an increase in customer satisfaction and a higher quality service. It also strengthens the perception of BA as a modern service provider to the public.

1.2. *What services are currently offered by which channels?*

Milestones	Year
PES own web site	1990
Job vacancies published on Internet	1990
Job-seekers data-base online	1995
Online job vacancies intake	2003
e-Registration of job-seekers	2003
Call/Contact Centre	2004
Secure e-mail-communication	2010

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	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Internet/online	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Email/SMS	Yes	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
Face-to-face/local office	Yes	Yes	Yes	Yes	Yes	Yes	
Call centre	Yes	Yes	Yes	Yes	Yes	Yes	
Internet/online	Yes	Yes	Yes	Yes	Yes	Yes	
Email/SMS	Yes	Yes	Yes	Yes	Yes	No	
Social media	No	No	No	No	No	No	

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

At the moment jobseekers are not required to use the online-channel, so jobseekers that are unable to use E-Services use face-to-face contact. Use of the internet is currently voluntary for jobseekers and employers. Only companies for temporary employment with a high amount of vacancies are forced by agreements to use the online channel.

It is part of BA's strategy that in the future all services can be accessed by one or the other channel; nevertheless, BA is trying to convince clients to use channels that match customer preferences and BA efficiency targets by improving online service provision.

In one pilot agency a new process will be evaluated in summer, in which all customers coming to the agency are required to enter their data via a self-service terminal.

During the pilots in summer 2011 the digital enforcement is based on three pillars:

- I. Marketing: Inform customers about the benefits of the online channel (i.e. faster and more convenient)
- II. Enforcement: Build new processes which require customers to enter data by themselves
- III. Employees: Enable employees to use the full potential of the online-channel and motivate them to actively promote it to customers. Further enforcement structures (e.g., legal enforcement) is not yet in place.

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

Profiling is done face to face. For profiling we distinguish between the following variables for which we use face to face service, as well as E services:

Match results on vacancies, education, competencies, Job opportunities, activities for finding an occupation.

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?

It's called the 'integration agreement' and is defined together between counsellor and customer as an action plan. This integration agreement is defined in our internal software and can be seen by the customer in our job-board.

If the counsellor suggests offers to work or customers to apply, the status can be directly updated via the job-platform.

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

BA offers an individual contact person to each enterprise. The one-stop employer-service professionally supports employers with the search and selection of suitable applicants, and advises about labour market and training developments. The BA consciously decided not to steer employers towards the use of particular channels. Enterprises are free to choose which services and channels they prefer to use, nevertheless the personal contact is seen as most important.

We offer e-channels (internet, e-mail), call centres, as well as face to face contact for the following services to employers:

Registration/intake of job vacancies
Follow-up PES handling of job vacancy
Establishment of contacts with appropriate job-seekers (actions related to recruitment), except sms!
Information/data about the labour market developments (e.g. by sectors, regions, occupations on demand/supply side)
Detailed information on employment measures/programmes (e.g. financial bonus, wage-subsidies, on-the-job-training, etc.)
Exchange of data and documents on participants in employment measures/programmes

Further aspects please find in 1.2.

2. NEW DEVELOPMENTS: SELF-HELP TOOLS

2.1. How does the tool work?

As laws changed at the beginning of 2009 it was made possible for jobseekers to observe time limits for job-seeking-announcement (first step in registration for the later unemployment-announcement) with a new channel: Online. BA changed the previous check-In-process to the new Job-Seeking-Online-Process on our job-platform. This online-process is integral – starting externally with our customer and goes on with internal processes with our staff.

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?

Concerning IT development we placed the entry-link to this process on our internet- and job-platform. Through marketing campaigns for our job-platform we promoted these developments.

Furthermore we had our counsellors refer the new features to our customers.

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 satisfaction has so far been behind our expectations. Reasons for this are that people often have not noticed us as a modern service provider that uses modern channels. Instead our customers use conventional channels with which they feel comfortable, because they are the classic channels in dealing with a PES, e.g. – face-to-face, phone, etc.

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

The traffic is measured but, as mentioned in 2.3 is still below expectations.

2.5. How was the tool implemented across PES?

It was placed in our job-board.

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

Challenges have been to have customers use the above mentioned online channels. The success factors are certainly the technical changes we have implemented so far. The coming challenges will be the successful implementation of the features mentioned in 1.3, and customers using them. First evidence and conclusions can be given 2012.

3. NEW DEVELOPMENTS: USE OF SOCIAL MEDIA

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

So far, social media are not part of a central strategy. Rather we are currently testing different ways to reach target-/user groups' e. g.:

- pupils and graduates on websites and social networks with forum, chat, blog and virtual events
- (of interest to VDAB): two apps: 'BERUFE.TV' is a video-platform, on which job profiles are explained. 'studienwahl.de' guides through study alternatives
- Kind of video-platforms/-channels internal and external
- wikis for internal use

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?

In the 'pilot' the focus is only on pupils, graduates and students. Most of the activities named in 3.1 are hosted by external service providers as part of marketing-campaigns. For this reason, there is promotion going on.

3.3. Is the success rate of such social media being measured? If so, what are the results?

The user group on 'schuelerVZ' – a social network for pupils and graduates-, which started July 2010, has 54.000 members and is ranked at 4 of 93 premium groups (November 2010). This user group is particularly aware of social media.

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?

No monitoring-results yet.

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

At the moment we are creating a central strategy. This strategy should be the basis for a social media construction kit which brings together the PES-mission, processes to be supported, social media building blocks (chat, blog, forum, e.g.), user-/target groups, platforms.

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

There are no factors present at this time (see 3.5).

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?

Choosing the channel, which fits best for the specific process, is based on the voluntary decision of the customer. Some specific processes, e. g. the application of unemployment allowance, require face-to-face interaction.

There are different tools we are using to monitor the channels access. Currently we are analysing how it would be possible to increase the usage of (online-) channels which users would choose, according to their feedback in an evaluation.

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

According to customer feedback they would like to interact with us more often online than we expected. But for counselling the choice of most customers is clearly face to face. Multi-channelling needs to be in line with customers' needs and their choices to be successful and to ensure that no customer gets lost.

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

Concerning IT development we placed the entry-link to this process on our internet- and job-platform. Through marketing campaigns for our job-platform we promoted these developments.

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

The usage of internet, BA homepage and e-mail, and of service-hotlines (service centres) changed rapidly with the introduction of multi-channelling. These first steps were already taken years ago (see 1.2)

Presently there are new channels to interact with customers. Some channels are already advanced, e. g. holistic online-processes and the development of eGovernment-features. Other channels are just about to be launched, e.g. Social media (web 2.0, enterprise 2.0, government 2.0).

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

Some of the activities could shift resources for high-quality processes e. g. face-to-face counselling to customers that need more intensive time, field service, etc.

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

New tools, specifically our 2009 relaunched [JOBBSÖRSE](#) (job-board) with online-processes (even in different languages), needs continuous staff training.

Further impacts due our MC Strategy project, will become evident 2012.

5. COMBINATION OF MULTI-CHANNELLING APPROACHES

5.1. *What are the main advantages in introducing multi-channelling approaches (more customer orientation, cost-effectiveness, decreasing staff costs etc.)*

See answer to question 1.1.

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

Quality target	Challenge / Risk
Usability / controllability	Specific actions, definitions and advantages need to be communicated to staff, as well as to customers. The acceptance of multi channelling by staff needs to be secured.
Efficiency	The balance between customer expectations and wishes on the one side, and economic considerations on the other side are challenging.
Security	The compatibility of innovative, creative solutions with individual internal PES standards, e.g.: data protection, IT security, etc.
Functionality	Standardized business processes can hinder the optimal implementation of approaches to simplify functionalities.
Barrier-free	Implementation conflicts concerning barrier-free guidelines need to be observed.
Transferrability	Eventual conflicts due to regional disparities can be anticipated.
Compatibility	Within PES there usually exist several key projects. The flow of information between these projects need to be secured.

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

See answer to question 5.2.

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

Face to face interaction remains one of the services offered to customers.

5.5. *What works best in relation to multi-channelling (in relation to serving different client groups and in relation to the services being provided)?*

Within the framework of pilot projects that commence summer 2011, this question can be answered 2012.

6. CONCLUSIONS

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

Holistic online processes (value chains – customer to customer) via eService:

- Process start through the customer with a request e.g benefit application or registering as unemployed (homepage/job-board).
- Internal processes, involving different PES teams
- Process ends again with the customer e.g mediated or vacancy filled. (customer satisfaction)

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

Holistic online-processes require that the PES is ready to deal with the customer professionally and with modern methods.

Challenges are:

- Interaction and cooperation between different PES-teams
- Staff training and motivation / convince executives
- Persuasion of external and internal advantageous

Furthermore, the conditions are to be met: for example, laws, staff, strategy, resources, budget.

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

At this time, Social Media and parts of eServices are highlights for most PES:

- **Social Media:** BA as VDAB has the same wishes in this respect. Additionally, we would like to know, who maintains such platforms and how service times are defined. What kind of risks are to be expected, if customers can interact and communicate open to public on social media, such as Facebook. How are support and quality checks – especially on weekends - set?
- **eService:** We are analysing the opportunities for further eServices e. g. for online application for benefits. This includes the administrative information on the grant, given by the counsellor, as well as the overview a customer should have of current status of handling of their case (track and trace so to speak). Do other PES already include such features, and what are the risks?
- **Human Resources:** The basis for efficient usage of Social Media, eServices and Multichannel activities are staff and executives. How do other PES ensure that these actors are prepared for considerable changes? Training on the one hand, on the other persuasion within and without the organisation?