



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

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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 mission of PES is:

“More people at work by connecting demand for and supply of labour.”

We focus on 5 client-oriented priorities:

- Services to employers
- Services to jobseekers
- Services for (young) disabled jobseekers
- Cooperation with municipalities
- E-channel as full service channel

When we analyzed our multichannel approach in 2009 we concluded that although many clients entered the organisation via the digital channel (70% online registration and over half a million unique online visitors with over 2 million visits a month), the services offered by the digital channel were insufficient to deal with customer demands. As a result clients fell back on the other channels especially the face to face channel, but also the telephone channel for additional support.

We concluded that for a real multichannel policy we have to develop a digital service that equals the face to face service level.

In order to realise this goal we have intensified and focused our multichannel approach: “Digital where possible, personal where necessary”, with the telephone/call centre channel only in a secondary role for assistance.

In 2010 we started the TOPWEB programme to develop the digital channel to a full service channel in 2014. The digital channel should be placed as a primary channel in a parallel position next to the face to face channel.

The main assumptions of the programme were;

- Client wants time and place independent service (24/7)
- Apply and use of modern technology
- Automatic standard procedures: saving time and preventing errors
- Online coaching (Personal coaching only for clients who really need it)
- Efficiency

Demands:

- It has to work technically perfectly (performance, speed, no errors).
- It has to be functional (handy and accessible).
- There must be sufficient ‘extra’ in E-service (value).

- All channels open/integrated for support (multichannel).

By the start of the new Dutch government in October 2010 the policy of the government on public employment services made clear that:

- Citizens and employers are called upon to take responsibility themselves in the labour market, with a PES that is downsized and realises basic services for employers and jobseekers, control, transparency and registration. Special face to face services are only delivered for specific groups up to 10% of the clients.
- This policy sets out for severe budget setbacks in the coming years. No additional budget for reintegration programmes for clients with unemployment insurance. 40% budget cutback in 2014 on face to face services and a decrease from 100 to 30 offices.
- The PES has to focus on realising a full service digital platform in 2014 for 90% of our clients. In anticipation of technical possibilities and client preferences for digital interaction.

In order to realise this government policy PES had to change the programme for development of the digital channel. PES is no longer focused on the digital channel as a parallel channel next to the face to face channel. We now focus on a process of replacing the face to face channel as primary channel by the digital channel in 2014.

To realise this policy we have defined three development stages.

Stage 1 (2011): Basic services via the internet. Digital registration, online services via e-book, e-coaching, automatic matching, interface with back office system. In addition to the online services we offer face to face workshops to jobseekers via the offices.

Stage 2 (2012): Online profiling, targeting services for specific client groups, more transactions via online e.g. control, reports, e-coaching and e-learning. In addition to the online services we offer face to face workshops to jobseekers via the offices.

Stage 3 (2013): Fully automated interaction and transaction via the digital channel

The e-book (werkm@p) is the main platform for clients to interact with PES. The e-book has an interface with the back office system in order to monitor client actions.

The support line is organised from low costs and low intensity to high intensity and high costs. From online content & services via FAQ's, call and mail centre, e-coach to face to face interventions.

1.2. What services are currently offered by which channels?

Online registration of clients by PES/WERKbedrijf in 2010: 69%

Online use of werkm@p/e-book by clients in 2010: 50%

Online claims for unemployment benefits by UWV in 2010: 75%

Online claims for social assistance benefits by municipalities in 2010: 28%

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	no	no	no	no	Yes, information, 2004	Yes, 2004	no	No	General Information & advice, 2004
Internet/online	Yes, 2005	no	Yes, 2005	Yes, 2010	Yes, 2001	Yes, 2011 e-coaching	Yes, 2001	Yes, 2001	Yes, 2001	Tests, forum
Email/SMS	no	Yes, 2001	no	Yes, 2010	Yes, 2001	Yes, 2001	Yes, 2001	Yes, 2001	Yes, 2001	
Social media	no	no	no	no	Yes, 2010	Yes, 2011 (pilots)	no	no	Yes, 2011 (pilots)	Web care, Twitter account 2010

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		presentations
Call centre	Yes, 2003	no	No	No	Yes, 2003		
Internet/online	Yes, 2001 Including partnerships on linking vacancy sites	Yes, 2001	Yes, 2001	Yes, 2001	Yes, 2001	Yes,	Presentations, site links.
Email/SMS	Yes, 2000	Yes, 2000	Yes, 2000	Yes, 2000	Yes, 2000	Yes,	
Social media	no	no	no	no	no	no	Yes, service & event information via Twitter account, LinkedIn, Facebook, 2011

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

We steer actively to call centres for information and general advice. We steer actively to digital registration and application. We steer actively to the use of the digital platform for interaction with our employment advisors, especially in the first 3 months of unemployment. In 2011 we are piloting an automatic process for online registration/application and digital continuation of services without personal or call centre intervention. The aim is implementation on a full scale in 2012.

Next to this we have a pilot for higher educated unemployed people to participate in a community-based platform with only online e-coaching, e-learning, webinars and Skype.

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

At this moment we have only profiling tools in the face to face channel. Clients who register via the digital channel are considered to be able to start services via the e-book. After 3 months further profiling and segmentation takes place in a face to face evaluation contact with these clients. The decision is made whether the client continues in the digital channel or more specific counselling is necessary in the face to face channel. We are working on online tools to profile clients on personal and market aspects to predict employability chances. We are also working on a jobindicator to give an indication of the effectiveness of jobseekers' activities and give triggers when necessary. Implementation is aimed for in 2012.

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?

Yes, we have a digital platform "werkm@p" for jobseekers whereby clients can respond to tasks, use a save mailbox, check their profile and share an individual action plan, documents and other information with the advisor/e-coach. Information is directly registered in our client monitoring system via an interface. The advisor can monitor messages and tasks and share documents with the client via the interface.

Based on the clients' profile, automatic matching is directly provided.

We offered the e-book already for several years on a voluntary basis, but from 2011 onwards our strategy changed to an automatic e-book for all clients that register via the online channel. Up to 50 % of all jobseekers now use the e-book.

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

Employers have an outspoken preference for on line e-services, e-mail or direct phone contact with a personal account manager. We need not steer but facilitate especially the on-line self search possibilities. With temporary work agencies and sector organisations we have deals for bulk registration and partnerships on linking vacancy sites.

2. NEW DEVELOPMENTS: SELF-HELP TOOLS

A: *“Werkverkenner”= self-help tool for indication on chances in job finding in relation to labour market*

B: *“Persoonsverkenner”= (self)help tool for assessment on personal aspects in relation to job seeking*

2.1. *How does the tool work?*

Tool A: client-input on region, age and function are matched with job finding data over the last 3 months. It generates advice on chances of job finding and gives alternative options in the search for jobs.

Tool B: client input on certain personal aspects proven to be predictions for long term unemployment. The score based on the client input is the basis for the PES advisor to discuss interventions with the client. We aim for automatic advice and interventions in 2014.

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?*

A: general tool for all clients

B: now targeted in a few pilot offices in combination with online services and e-coaching.

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?*

A: general positive score in “do it yourself” and direct feed back.

B: project has run for just a short period, until now no data available.

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

A: no direct relation to placement outcomes

B: the project has not been running long enough to have data.

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

A: via online channel for all clients and PES advisors

B: pilots

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

A: how to match client input and market data to a specific advice in which the client will recognise his/her own position in the labour market.

B: How to transform a prediction for long-term unemployment specified in personal aspects into concrete interventions that do have a positive impact on the client's personal situation.

3. NEW DEVELOPMENTS: USE OF SOCIAL MEDIA

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

The use of social media by PES is organized in 5 policies:

1. Customer service via web care team on LinkedIn, Facebook, Twitter and Hyves. We actively use service interventions to support service levels. The team consists of 1 fte (40 hours a week in 4 people shift). We use a specific system to monitor and search blogs, miniblogs, etc. for follow up and interventions. Since the start of the team the measures on sentiments are up.
2. Operational service: we are piloting the use and efficiency of Twitter, Facebook and LinkedIn to services as match process, event information, etc via local offices.
3. Corporate communication: we use LinkedIn, Facebook and PES twitter accounts to send corporate information on services and events.
4. Internal use of social media via Yammer. Yammer is our internal social platform to share knowledge and to create discussion groups on various subjects.
5. Individual use of social media by employees: we have an internal code for employees on the use of social media and do surveys on personal behaviour.

Next to these general policies on the use of social media we have a pilot on serving higher educated clients with a platform/community (netwerkplein) in the "internet space". Not driven by our own systems but driven by "Ning".

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?

No specific groups although higher educated and also older unemployed get workshops on how to use social media for profiling and networking and how to make use of communities.

The community is tested on higher educated clients.

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

The netwerkplein activates clients in self-organisation. There is a lot of self-driven activity. There is less intervention needed by PES e-coaches.

Results in terms of client-satisfaction are high. The results on work finding are on same level as 'normal' services.

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 3.3., client satisfaction is higher because clients have more possibilities to explore and choose their own actions and have interaction with other unemployed people. They mention freedom and trust instead of control from PES as important aspects.

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

“netwerkplein” as a pilot. Use of LinkedIn etc. was just following the spontaneous development of the use.

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

Just mix of trust and control. Dynamic changes and client participation need very short time to market and are essential to create a real and vivid community.

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?

We have indicators on face to face, call centre, online registration & claims, use of digital platform for employment services e.g. match and e-coaching/e-mail.

In our 4 monthly client survey we ask for scores on the use of the channels.

Our survey contains an average overall score for customer satisfaction. Next to that, we indicated the five most important principles of our service in the eyes of the customers. These are:

- accessibility
- clarity
- custom
- personal attention
- timeliness

In our surveys we've been measuring for several years on all of these six items. This year we added an extra question at the start of our surveys to check which channels have been used for interactions with the employees from the PES. The options are internet (an e-coach), face-to-face appointments and group meetings. Any combination is possible, but there's a trend towards the use of internet. In our survey we only ask relevant questions on the service principles matching the channels of each customer. We can select the following groups:

1. full internet service
2. full face-to-face service
3. mixed service (any combination of internet/face-to-face/group meeting)
4. no service at all

For each group we can analyze their features and report on the five service principles and the overall average score.

Next to this we do customer journeys and usability tests on digital services.

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

70% of registration & claims is via online. 50% of clients and employees use (more or less) the digital platform (e-book) for further contact. Stability and permanent access of systems is a key factor in satisfaction. On line documents filled with information and insight in information already known by PES are considered as big advantages of online service. Also 24/7 accessibility.

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

Our own promotion is focussed on online access combined with call centre help.

Online continuation of services combined with group sessions and workshops at the offices. We make use of the general trend in Dutch society to digitalize 'everything' e.g. e-banking, income tax application (95% online), e-shops, e-government.

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

The offices, their employees and the face to face services are no longer the basic structure for future policies. The organisation will be more and more influenced by client behaviour and client demand. Telephone services are centralised and uniformed in call centres, e-coaching will have a similar impact.

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

It will affect resources. The central government confronts us with major budget cut backs anticipating on quick implementation of full service online services in 2014.

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

Staff have to be trained in e-coaching, use of online services and use and usability of social media. Apart from less staff there will also be a reshuffling of functions and competences needed (Redesign 2014).

5. COMBINATION OF MULTI-CHANNELLING APPROACHES

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

A multi-channelling approach means diversification in the client approach, especially by developing the online channel to a primary channel with the same service level as face to face services.

On line services place the clients in the driver seat and give the possibility to interact and be active 24/7. It triggers the PES to be more aware of and alert to client behaviour and demands.

It also gives PES the opportunity to facilitate and organise control and monitoring in a more dynamic way, because of 24/7 possibility for clients to interact via e-book with the back office system and thereby with the counsellors.

This development results in more self help tools for the client, less face to face services and staff demand and finally more efficiency and less costs.

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

The introduction of full service online services is embedded in a broad organisational project called Redesign 2014. Redesign 2014 is developed in cooperation with the Ministry of Social Affairs and Employment. A redesign is necessary to cope with the severe budget cutbacks, the changed channel focus and need for more personal responsibility and less government intervention.

The aspects of online services are addressed to a project organisation responsible for developing, realisation, implementation and organisational structure.

Main challenges are:

- Coping with technical demand in a quickly changing digital world: technical stability and service level, accelerating time to market, new techniques.
- How to meet changing customer behaviour and increased demand for online (self)services whilst also meeting government demands on control, regulations and legislation.
- How to deliver the right service, via the right channel, to the right client at the right time. In other words how do we translate client information to effective services. The need for tools for (self) diagnosis, profiling and business intelligence.

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

- Technical shortcomings.
- Process control and legislation frustrating online dynamics and client initiative.

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

The problems of these groups are not seen as exclusively PES-issues. Therefore we participate in projects such as Klik & Tik (click & tic) =Workshops in collaboration with city-authority and public libraries for those who can't cope with online services.

We keep our offices open for face to face services for these groups and offer the use of computers within the offices.

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

Primarily focus on facilitating clients in the things they have to do, secondly in what they like to do. "We can't make it more fun, but we can make it easier".

An easier process for the clients means more efficiency for the client. In that respect we choose for a rather simple strategy by following the preferences of the starting clients (70% online). We try to keep them as long as possible in the online channel. Although we keep the other channels open and facilitate clients with face to face workshops.

6. CONCLUSIONS

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

Primarily focus on facilitating clients in the things they have to do, secondly in what they like to do. "We can't make it more fun, but we can make it easier".

Digitalise standard procedures and use the opportunity of prefilled data and data-exchange via an interface with the back office system.

Make rapid changes in usability by exploring key-issues via usability tests with clients.

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

- Coping with technical demand in a quickly changing digital world: technical stability and service level, accelerating time to market, new techniques.
- How to meet changing customer behaviour and increased demand for online (self)services whilst also meeting government demands on control, regulations and legislation
- How to deliver the right service, via the right channel, to the right client at the right time. In other words how do we translate client information to effective services. The need for tools for (self) diagnosis, profiling and business intelligence.

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

- Technical development on stability, time to market, business intelligence
- New product development especially in the use of social media
- New tools for (self) diagnosis and profiling and how to translate the information in triggers and personal service offers.