



**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?

Targeted services

Our overall ambition is to provide our clients with the services they need in order to carry out their process to find a job or to recruit as fast and as successfully as possible. That presupposes that we identify the right kind of services and that the services are available when needed. The services should also be delivered in a way that is relevant and adapted to the client's capacity and situation.

Availability

Our ambition is to increase the availability of our services. A proper use of multi-channelling helps us to increase this ambition.

Transparency

We want the client to take responsibility for their job-seeking or recruitment respectively. It should be easy to relate their need for support to the services we offer. Our services should be well defined, easy to access and easy to assess. Multi-channelling will contribute to this.

Cost-efficiency

Our resources should be used in a way that optimises the benefits of our services. Multi-channelling gives us possibilities to differentiate services and service delivery in a way that increases the efficient use of our resources

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	
Call centre	Yes	Yes		Yes	Yes	Yes	Yes	No ¹	Yes	
Internet/online	Yes	No		Yes	Yes		Yes	No	Yes	
Email/SMS	No	Yes		Yes	Yes		Yes	No	Yes	
Social media	No	No		No	Yes		Yes	No	No	

¹ A pilot where are call centre staff can make some limited referrals are currently evaluated

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	No	
Call centre	Yes	Yes	Yes	Yes	Yes	No	
Internet/online	Yes	No	Yes	Yes	Yes	No	
Email/SMS	Yes	Yes	Yes	Yes	Yes	No	
Social media	No	No	No	No	Yes	No	

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

Job-seekers are free to interact with all our service channels. Face-to-face services will however be given according to certain priorities. A consequence of this will, for example, be that job-seekers who already have a job, but are looking for a new one, will be directed to our on-line services or our call centres. We also steer some follow-up activities to the call centres, e.g. the follow up of the action plans could partly be done by the call-centres. Our strategy is to attract our clients to use the more available services, call-centres, online services and certain services that could be accessed in our direct service areas at local employment centres, when they have a spontaneous need of service.

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

Call-centre staff sometimes are asked questions that have to be answered by the local employment offices. We have however no structured profiling or segmentation that is being achieved through multi-channelling.

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?

We don't have that. We have however an application where this could be done, but which has not been implemented yet. The journal of activities, which is a part of our internal IT-system is taken care of by the staff.

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

Employers are basically expected to register their vacancies into our Vacancy database themselves. Some employers have direct access to our database via xml-files. (85-90 % of our vacancies are registered by employers themselves).

2. NEW DEVELOPMENTS: SELF-HELP TOOLS

2.1. How does the tool work?

We are for the moment exploring the possibilities provided by social media, mainly Facebook as well as other media. We are also exploring the possibility of providing more services through smart phones and will soon launch the vacancy database on I phone and android.

We are also working on developing virtual employment services. The concept is to combine self-help services with staff-delivered services online. We have, for example, launched an application directed at those who are new in the labour market which provides information on the possibilities and regulations that are important to be aware of. You can choose between different languages, and connected to this application, is a chat room where you can ask the questions that arise in relation to the information. You can also use different languages in the chat room. The chat is managed by staff at our call centre.

As a part of the same concept, we will soon launch virtual recruitment fairs to complement or sometimes in connection with recruitment fairs in the local offices.

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 application is targeted to new clients and they are encouraged to use it in the contexts where it is relevant, for example, when they contact a local employment centre or our call centres. They can of course also find it at our website. It is however not restricted to clients that register with us, but can also be used by others.

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?

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

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

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

The challenge is to find an attractive approach, to put relevant and interesting information in it, and not to have too many details which would demand too frequent up-dating of the application. The solution is to link to further more detailed information.

3. NEW DEVELOPMENTS: USE OF SOCIAL MEDIA

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

Facebook, since a couple of months

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?

The main users are persons registered at the PES.

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?

There has been no measurement.

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?

Our overall assessment so far is that it contributes to improving our image and that is a rather efficient way of communicating. We are able to answer questions concerning both job-seeking and labour market policies.

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

We are now opening the possibility for the local employment centres to set up their local Facebook account. We have elaborated a policy and instructions for use. We have a team at the head office that works with Facebook. This team could also give local employment centres a certain support if they open an account. Information on possibilities and policy is spread through our intranet.

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

The challenge has been to put relevant resources into the project. A qualified team behind the scene is needed in order to deliver relevant and professional answers in the conversations that appear.

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 measure the volume of users of our different channels. The approximate figures for 2010 are as follows.

Local employment centres	5.5 million visits
Call centres	1.3 million contacts
Internet	70 million visits

About 80% of the visits at our websites are related to vacancy information

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

See above

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

Through different brochures, through our website, through out staff at the employment centres and call centres

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

This is a question that demands a rather long answer. But briefly, multi-channelling has of course led to the organisation having to take charge of putting in place the Internet and call centres. The work with the clients has become more transparent as a client can make contact via different channels, and what is said or done with the client is often seen by colleagues. Using common methods also becomes more important; the client has to be supported in the same way, independent of the person with whom he/she has contact. Documentation has become increasingly important. The client becomes more self-reliant and asks for more well defined support etc

We introduced our internet service in 1995 which means that we now have more than 15 years of experience of it. Initially the staff at the employment offices were very concerned that the Internet not should limit the services that were offered to the clients. "Every problem can't be solved with web solutions". Today I think we can agree that the internet services has brought added value to the clients and not excluded them from valuable services.

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

It has effected the internal distribution of resources, as it has become more and more obvious that more and more services could be delivered at a distance. The consequence is that we use our staff resources more efficiently. In our case this means that we can allocate more time to those who really need it. It has so far not resulted in less staff resources.

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

Coaching has become a better established working method. Methods based on activating clients so that they take responsibility are being developed and taught.

5. COMBINATION OF MULTI-CHANNELLING APPROACHES

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

See above section 1

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

There are several challenges, some relevant to the service channel itself and some concerning the possibilities of integrating a service from different channels.

A technical challenge could be the interaction between legacy systems and new technology being used when constructing applications for the web.

I think that we still haven't fully understood the organisational consequences of multi-channelling. It is still to a great extent being performed within a traditional institutional framework

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

The ambition to deliver all services through all channels could be expensive. The problem is to assess the cost efficiency of different approaches. We don't have any reliable tools for that at the moment. The consequence is that we have to make more or less well founded assessments of cost efficiency. The changes that are necessary to take full advantage of the multi-channelling concept could be rather drastic. In order to actually implement such changes, you need the security of well founded arguments, not only vague hypotheses.

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

We don't expect to deliver all services to all groups via digital services. We still have staff to deliver services face to face when this is necessary

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

6. CONCLUSIONS

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

Not building a system where you try to provide all services through all channels, but building a system where the client can seamlessly interact with different channels. Where you start your system construction from the viewpoint of the client and not from the perspective of individual channels.

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

- To combine digitalisation with staff delivered services in a wise way
- To let the clients' needs and not the organisation's needs decide the actions
- To find ways to measure cost-efficiency

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

Not so much about individual applications, but more about the philosophy, thoughts about future organisation, internal distribution of resources.

- On what grounds does your organisation allocate resources to the Internet, the call-centres and the local employment centres. E.g when you choose to put money into the internet systems what motivates the amount of money you put into it?
- Have you any work going on trying to identify the cost-efficiency of different ways of delivering the services?
- Delivering services through the Internet and through the call-centres means that the services don't have to be produced on the same spot as it is consumed. It means also that every client will have equal access to services and you could also guarantee a more equal quality in the services. You could for example, concentrate certain skills and still make it evenly accessible to the clients. Service at a distance becomes more and more a common concept in different situations. Have you looked into the organisational consequences of this and in that case what are your conclusions?