COLLECTING USEFUL DATA TO CREATE NEW AND IMPROVED PES SERVICES

'Valuing data' programme *(Valoriser les données programme)*

FRANCE

The programme focuses on collecting data on jobseekers, job offers and the labour market. This data is used to create new tools and services aimed at facilitating job matching and the services provided by the PES.

The main challenge of the programme was building a more flexible organisation with the necessary capacities and skills to collect and manage the data. This also required establishing collaboration with external organisations and stakeholders.

Name of the PES	Pôle emploi
Scope of measure (a pilot project or a national reform)	The programme is carried out at national level and includes 20 different projects.
When was the practice implemented?	The programme was officially launched in October 2015. It is still in place.
What was the driver for introducing the practice? Was it internal or external?	Three main drivers for the programme can be identified: ▸ First, the PES and its employees saw the opportunity to exploit existing data and create new tools to help individuals find new job opportunities. ▸ Second, the availability of new technologies for storing and managing structured and non-structured data became more and more evident in recent years. ▸ Third, the French government passed a law on the creation of a digital technology society *(Loi pour une République numérique)* on 28 September 2016; the drafting process started in 2015 with a public consultation. The law anticipates the obligation for public organisations to share their data on the web (while protecting personal data and respecting intellectual property rights).
Which organisation was involved in its implementation?	The PES is the main actor in the implementation of the programme. It is responsible for the collection of the data and the protection of sensitive data. Additionally, the PES carries out an annual survey of the labour market needs of companies (1.6 million companies are surveyed) in order to identify their needs by sector of activity. Moreover, several other organisations collect data on jobseekers' registrations, job offers, labour market needs, unemployment benefits, guidance to jobseekers or training provided: ▸ Local PES offices *(missions locales)* provide information on jobseekers and on the services the local offices carry out; ▸ Jobseekers update their online information on a monthly basis in order to receive employment benefits; ▸ ACOSS (National agency for social security services) and MSA (National agency for social security services in the agricultural sector) provide data on new employees (through the DPAE – Declaration prior to hiring – that must be presented for each new hire); and ▸ Temporary work agencies and other private employment operators also collect relevant data.
Which groups were targeted by the practice?	The main target group is unemployed people. Job counsellors at the PES (working in the local PES offices) are also targeted as the aim of the practice is to facilitate their work. The programme also assists employers in their search for new hires.
What were the practice's main objectives?	The ultimate objectives of the programme are to: ▸ Facilitate job matching between jobseekers and employers. ▸ Improve PES services by providing innovative online systems that exploit data coming from various public and private actors who are delivering employment and social security services.

What activities were carried out?	Data was collected from the PES' offices on: jobseekers profiles, employment searches and skills offered, recruitment, employers' needs and skills searches, trends in the labour market, unemployment benefits. The data was managed by the PES and anonymised when necessary. Through databases and platforms, the data was made available to PES staff and external experts in order to develop with innovative tools. New online tools were also created to help jobseekers in their search for work, and to improve PES services.
What resources and other relevant organisational aspects were involved?	A small team in the PES was directly involved in developing the programme. A larger group of staff was then involved in the implementation of the programme within PES. This required the introduction of changes in the PES' structure and in the way the organisation functions. For some of the projects within the programme, all PES staff were asked to submit innovative ideas on how to develop the PES through a digital platform. Staff voted on the ideas. A number of partnership agreements with private stakeholders (start-ups, IT developers) were established for the creation of online tools and services.
What were the source(s) of funding?	The PES and the French government provide the funding for the programme.
What were the outputs of the practice: people reached and products?	Based on the new data collected, the following website, mobile tools and applications were created. Three websites were developed and are available online:

▸ *Emploi store*, where jobseekers and citizens can find applications to help them in their job searches, access advice and tips on vocational training and education and on other aspects relating to their search for work (Internet: http://www.emploi-store.fr/portail/accueil);
▸ *Emploi store développeurs*, where data is made accessible for developers to create applications that will be made available on the *Emploi store* (Internet: https://www.emploi-store-dev.fr/portail-developpeur-cms/home.html);
▸ *Emploi store idées*, where citizens can submit ideas about digital services related to employment (Internet: http://www.emploi-store-idees.fr/fr).

Five mobile applications were created internally by the PES:
▸ *Bonne boite*, to inform jobseekers about companies most likely to hire new employees in the next few months (Internet: http://labonneboite.pole-emploi.fr/);
▸ *Bonne formation*, to help jobseekers find training that match their needs (Internet: http://labonneformation.pole-emploi.fr/);
▸ *Chouette service*, a real time, matching service based on soft skills (for sectors like agriculture, food services, sales and customer services, tourism) (Internet: http://chouette.beta.pole-emploi.fr/);
▸ *Boomerang*, an online service to monitor the applications submitted via *Emploi store* and to enable jobseekers to provide feedback on the services they use (Internet: https://beta.gouv.fr/startup/boomerang.html);
▸ *Form Advisor*, a platform dedicated to users' reviews of the *Bonne formation*.

Two meetings were also organised with computer programmers in order to collaborate on software projects and digital solutions. The purpose of these informal meetings was to generate innovative ideas that could provide additional services to the target group. As a results of these meetings, one tool was developed to detect and track people who make false declarations in order to receive unemployment benefits (called *Détection fraudes identité*).

Other tools are currently being developed hand-in-hand with start-up companies, and these will soon be available to the wider public. For instance, an agreement was signed with an NGO to develop a free, open-source application that helps jobseekers develop an effective job search strategy. This application, called *Bob Emploi*, was launched in November 2016 and received very large media coverage.

What outcomes have been identified?	Some monitoring data is available for two of the tools created:

▸ *Bonne Formation*: between 19 September and 18 October 2016, 65858 users have visited 673638 pages.
▸ *Bonne Boite*: between 5 September and 5 October 2016, 44939 sessions were initiated by 31827 users. An evaluation was conducted internally.[1] The first results showed that people who used the tools found jobs more easily than jobseekers who did not use the tools.

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1   The evaluation was not available for external use at the time of writing this practice.

What are the lessons learnt and success factors?	Lessons learnt and challenges: ▶ PES personnel need to develop the necessary skills to develop a practice of this kind and to enter partnerships with key stakeholders in the digital market. ▶ PES management needs to encourage change, the acquisition of new skills and partnerships with external organisations. ▶ PES should communicate the changes and new services available to PES staff and users effectively. ▶ Data needs to be collected and managed in a way that ensures that it is anonymised. When dealing with sensitive data, specific agreements and arrangements need to be put in place with partners (signature of code of ethics). ▶ Success factors: ▶ Management needs to be the driver of change. ▶ Being an 'agile' organisation which works on shorter projects helps to swiftly develop and implement new services. ▶ Management needs to ensure that employees understand the purpose and feel involved; awareness-raising campaigns and training are both crucial for such a project.

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