



SUMMARY REPORT

FOLLOW-UP VISIT TRW 'BEING DIGITALLY STRATEGIC'



***Europe Direct is a service to help you find answers
to your questions about the European Union.***

Freephone number (*):

00 800 6 7 8 9 10 11

(*) The information given is free, as are most calls (though some operators, phone boxes or hotels may charge you).

More information on the European Union is available on the internet (<http://europa.eu>).

Luxembourg: Publications Office of the European Union, 2018

ISBN 978-92-79-93935-8

doi:10.2767/141497

© European Union, 2018

Reproduction is authorised provided the source is acknowledged.

Cover picture: © European Union

The European Network of Public Employment Services was created following a Decision of the European Parliament and Council in June 2014 (DECISION No 573/2014/EU). Its objective is to reinforce PES capacity, effectiveness and efficiency. This activity has been developed within the work programme of the European PES Network. For further information: <http://ec.europa.eu/social/PESNetwork>.

This activity has received financial support from the European Union Programme for Employment and Social Innovation "EaSI" (2014-2020). For further information please consult: <http://ec.europa.eu/social/easi>

LEGAL NOTICE

This document has been prepared for the European Commission however it reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

SUMMARY REPORT

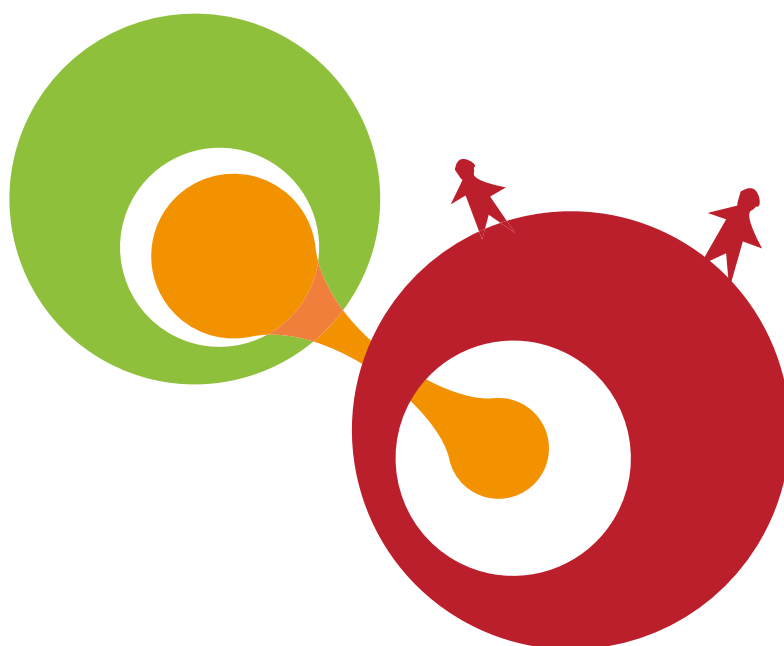
**FOLLOW-UP VISIT TRW
'BEING DIGITALLY STRATEGIC'**



SEPTEMBER 2018

Contents

1	Introduction	6
2	Visit highlights	6
	2.1 Digital strategy and foundations	6
	2.2 Services and tools	7
3	Conclusions	7



1 Introduction

The purpose of this report is to present key messages and discussion points from the Follow-up Visit Thematic Review Workshop (TRW) on 'Being digitally strategic', which took place in Tallinn on 12 and 13 April 2018. The Follow-up Visit took place on 3 July in Ljubljana, Slovenia. The Slovenian Public Employment Service made a presentation at the TRW in Tallinn, as it has been working hard on a new digital strategy. Following this presentation, several PES expressed a keen interest to learn more about the strategy in detail. Representatives from the following PES attended the Follow-up Visit: BE (Actiris), BG, CY, DK, EE, EL, IS, IT.

The day of the follow-up visit consisted of a series of presentations by the Slovenian PES, roughly organised around two topics:

- Development of the digital strategy and underlying developments in the Slovenian labour market and information society.
- Examples of services (for employers and job-seekers) and tools currently deployed or under development by the Slovenian PES.

Below, we will briefly reflect on both topics.

2 Visit highlights

2.1 Digital strategy and foundations

The first part (morning) of the visit focused on more strategic, topics. Three presentations walked us through:

- Slovenia and the specifics of its labour market
- Development of the information society in Slovenia and the broader governmental digital strategy
- The Slovenian PES IT strategy 2020

This funnelled approach took us from understanding the Slovenian labour market via the governmental digital strategy, to the current IT strategy of the Slovenian PES. This created the relevant context in which to discuss services, tools and practices. For example, while the labour market in Slovenia is doing well, there persists long term unemployment in older age groups. This creates limitations for digitalisation as these groups often struggle with digital applications (and lack digital skills).

Several points from the presentations are noteworthy; the first is the fact that the **digital strategy of the PES is firmly rooted in the digital strategy of the government**. The latter provides key building blocks and elements that are important to the PES. The national government, under the vision 'Slovenia, a green reference country in digital Europe', has created a digital strategy (Digital Slovenia 2020) based on four pillars; infrastructure, digital services, digital skills, secure and safe cyber space. Within these pillars many projects are being executed that are of importance to the PES, such as the Slovenian governmental cloud, the reorganisation of the governmental IT function, the unified approach to information systems development, the 'digital by default' principle, and the single digital gateway. The PES is very aware of this environment and this creates a good starting point for a digital PES that integrates well with the other parts of government. To execute the work, the Slovenian Government has created a digital coalition (public administration, academia, businesses and civil society).

The second point is the focus on aspects of the **digital strategy that extend beyond the realms of technology**. For example, the national government works on a reorganisation of the way the public administration itself is reorganised (public administration development strategy 2015-2020). Other aspects are user involvement, transparency and open data, and data analytics. This showcases the fact that digitalisation does (and should) not happen in isolation, but is more likely to be successful when executed in conjunction with broader change programs.

The third point is the **importance of flexibility and agility**. One of the, self-described, weaknesses of the current IT infrastructure is that applications are too tightly coupled in process and data. Upgrades and changes, therefore, require many changes to many segments of the information systems. Having systems that are more flexible would be ideal, but this is complicated as it requires a complete redesign of all systems. This, understandably, is difficult (also from an organisational perspective). Designing the systems architecture in a flexible and modular fashion from the start is therefore highly recommended to those PES that lack fully integrated systems.

2.2 Services and tools

The second cluster of presentations focused on specific tools and applications. This, roughly, breaks down in three different blocks. The first is digital tools for employers. We saw demonstrations of two different tools developed for employers; a) the **Customer Relationship Management (CRM) tool** used by counsellors to manage relationships with new or existing employers and; b) the **employer portal** used by employers for several PES services (like managing vacancies). Especially the CRM tool sparked much interest and created a lively discussion. What is unique about it, and where the Slovenian PES operates somewhat differently from other PES, is the approach towards managing relationships with employers. The PES actively acquires new employer clients and spends many resources maintaining these relationships (e.g. through employer visits). Counsellors have targets regarding the number of clients they need to acquire and vacancies that need to be collected. In that sense the CRM tool is reminiscent of what could be found at PES' private sector counterparts. However, the tool is instrumental in maintaining good relationships and is also used to provide additional services and support to employers (e.g. when an employer has layoffs, the PES can provide guidance) and as such provides functions that are broader than simply managing relationships.

The second block focused on tools for (future) job-seekers. The first tool that was shown is the **online career guidance tool 'Kam in Kako', or 'Where and How'**. This is a tool that can be used by; a) pupils in elementary and secondary schools or; b) students and adults to get guidance and advice about their career. After filling out a survey (116 questions in the longest version) about skills and various aspects of work, the respondents receive personalised advice about job types that they could consider related to their interests and skills. The tool is widely used in schools (about 428 out of 450 elementary schools use it) and is an interesting example of the types of tools PES could deploy from a career guidance perspective. Secondly, an **electronic questionnaire about career plans and paths (eVPP)** was shown. This questionnaire is given to students and asks them about their career choices. It enables the students, who take it throughout their schooling, to think about and reflect upon their (future) career. Results can be used by the PES counsellors for guidance, should the student come for additional individual career counselling.

The third tool for jobseekers is the **job-seekers' web portal** where jobseekers can see vacancies and information from the PES. It allows the job-seeker to use online career tools and communicate securely with his/her counsellor. Counsellors can easily monitor jobseekers status and progress. Interestingly, 75% of the jobseekers registered in this portal are not registered at the Slovenian PES. The fourth, and last tool, was the **eCounselling career tool (e-Svetovanju)** where jobseekers can get guidance on how to find jobs, apply for jobs, develop an action plan and work on their career in general.

The third block of presentations relates to general tools and applications. The first presentation in this block considered a new model to **measure performance**. This is a pilot project to develop a (synthetic) measure of the PES performance. The Slovenian PES has developed specific KPIs concerning digital services (measured through a yearly customer satisfaction survey and monthly data monitoring). The model also allows for a performance comparison between regions. The project is at an early stage and needs more refinement. Furthermore, a yearly customer satisfaction survey is implemented. The second presentation was a demonstration of the **PES interactive assistant (IZA)**. This online tool helps website visitors find answers to questions. It uses some intelligence to clarify topics and guide people to the right information.

3 Conclusions

The Follow-up Visit showcased both the breadth and depth of the work currently underway in Slovenia. Digitalisation within the PES is deeply embedded in the development of the information society in Slovenia. The PES benefits from many plans and activities from the central government. Furthermore, the PES has developed a comprehensive IT strategy and has steadily developed a set of information services over the past years.

Many of these services and tools were showcased and illustrate the comprehensive and often at times innovative approach taken by Slovenia. Examples include the virtual assistant IZA, and the online guidance tool 'Kam in Kako'.

While the focus of the visit was on showcasing the (success of) strategy, services and tools, there was ample room to reflect on challenges and barriers as well. For example, the PES stressed the lack of

resources to completely execute the vision. Furthermore, in order to realise the vision, the entire business model of the PES needs to change. More parts of the organisation need to collaborate and processes need integration. This ties into the point mentioned above about the tight coupling of systems. The need for redesign and change of business processes and models was emphasised further during the presentation when it became clear that many of the services and tools that have been developed are, more or less, standalone applications. They don't always look and feel the same and do not necessarily integrate well with each other. This is an important challenge for the PES to solve in the future. One last challenge mentioned at several points during the day, was the need to develop digital skills. On the one hand this applies to PES clients, where lack of skills prohibits the uptake of electronic services. On the other hand it applies to the digital skills of employees that are needed to further digitalise the PES.

The visit, and discussions around implementation, also highlighted the need for practical support with digitalisation. For this reason, the idea to produce a toolkit on the topic of digital strategies was further discussed. The attendants suggested several areas of focus for such a toolkit, including (but not limited to) change management, skills and competencies of employees, leadership, project management, resource allocation, business process re-engineering, and digitalisation itself. This broad range of topics also highlights the risks associated with such a toolkit; 'digital strategy' is a broad topic that touches upon virtually everything a PES does, making it hard to focus a toolkit and make it practical. For this reason, the consensus seemed to be to move forward with the idea of a toolkit, but explore the possibilities first to develop a targeted and focused proposal.

HOW TO OBTAIN EU PUBLICATIONS

Free publications:

one copy:

via EU Bookshop (<http://bookshop.europa.eu>)

more than one copy or posters/maps:

from the European Union's representations (http://ec.europa.eu/represent_en.htm);

from the delegations in non-EU countries (http://eeas.europa.eu/delegations/index_en.htm);

by contacting the Europe Direct service (http://europa.eu/eurodirect/index_en.htm) or

calling 00800 6 7 8 9 10 11 (freephone number from anywhere in the EU) (*).

(* The information given is free, as are most calls (though some operators, phone boxes or hotels may charge you).

Priced publications:

via EU Bookshop (<http://bookshop.europa.eu>).

