



THE FRENCH PES EMPLOYEE INTRAPRENEURSHIP PROGRAMME INTRODUCES NEW WAYS OF WORKING IN THE FRENCH PES BY SUPPORTING ITS EMPLOYEES TO DEVELOP IDEAS ON NEW DIGITAL PRODUCTS AND PROCESSES.

Employee Intrapreneurship Programme

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FRANCE

The French PES Employee Intrapreneurship Programme was introduced to collect and develop French PES employees' ideas on new digital products and processes for the French PES (Pôle emploi). Intrapreneurs from within the French PES staff are selected through a challenge and are then provided with support from the French PES digital incubation team to develop and launch their ideas.

Name of the PES

French PES (Pôle emploi)

Scope of measure

National

When was the practice implemented?

Since 2015

What was the driver for introducing the practice? Was it internal or external?

The decision to introduce the Employee Intrapreneurship Programme was made at the French PES senior management level, as a way of introducing innovative ways of working more effectively. The programme is open to all French PES employees from any region, which is essential to ensuring that digital ideas are based on first hand experiences with French PES users. Selected Intrapreneurs receive support from the French PES digital incubation team (La Fabrique), which supports the Intrapreneurship Programme and external start-ups working on digital solutions for the labour market. The programme has received high participation rates from employees, and every product that has been developed under the programme is now online.

Which organisation was involved in its implementation?

- ▶ French PES – the digital incubation team is responsible for coordinating and implementing the Employee Intrapreneurship Programme, with support from the Information Technology (IT) department;
- ▶ Inter-ministerial Directorate of Information and Communication Systems of the State (DINSIC) – a national association which works with government administrations, including the French PES, to harmonise and modernise information and communication systems. DINSIC provides a digital coach to support French PES employees with developing their ideas.

Which groups were targeted by the practice?

All French PES staff

What were the practice's main objectives?

The main aim of the Employee Intrapreneurship Programme is to provide the French PES with new ways of working, transforming the structure of the French PES in an innovative way. The programme is only focused on developing digital products and processes for the French PES. It provides French PES employees with the opportunity to contribute and develop their ideas on how French PES products and processes can be improved through digital solutions.

What activities were carried out?

- The activities carried out include the following:
- ▶ When the Employee Intrapreneurship Programme was first introduced, the French PES organised an internal challenge to collect intrapreneurial ideas on digital solutions which would allow the French PES to work more effectively. The challenge was launched on the internal French PES intranet site, and French PES staff could post their ideas on the intranet;
 - ▶ The French PES then selected the best 15 ideas and on one day, all candidates came to the national French PES office and pitched their idea and business plan to a panel. The panel was composed of the Director General of the French PES, staff from the IT department, DINSIC, and other senior leaders at the French PES. Following the pitches, the panel decided on two winning ideas in which to invest;
 - ▶ Selected intrapreneurs work full-time on developing their idea, thus no longer working in their previous role. The intrapreneur works with the digital incubation team of the national French PES and is supported by a digital coach from DINSIC, a French PES IT developer, and a User eXperience (UX) consultant;

	<ul style="list-style-type: none"> ▶ The Employee Intrapreneurship Programme is a national programme where any French PES employee can participate from any region. When developing the selected ideas, a meeting is held every two weeks in Paris where all staff involved in developing the ideas meet up (the intrapreneurs, the digital coach, IT developers, and staff from the digital incubation team). The digital incubation team is located in a separate office to the main French PES office, which provides a more open-plan, collaborative and creative atmosphere; ▶ As the projects developed are of a digital nature and require a lot of design thinking, the project team test the products with users; ▶ Every six months, the intrapreneurs must present their product to the Director General of the French PES and the senior management team, who assess whether they can validate the product and officially launch it. This presentation also includes results from user testing and initial monitoring results such as google analytics. If the product is launched and has shown to work well and have real added value, it can then be used directly by the IT direction.
<p>What resources and other relevant organisational aspects were involved?</p>	<p>Within the French PES, a digital incubator exists which supports internal and external start-ups to develop digital innovations related to the labour market. This team is comprised of seven French PES staff, as well as staff from the IT department. Although IT staff are involved in this digital incubator, it does not fall under the IT department as it works more like an innovation lab .</p> <p>When an intrapreneur is selected to take part in the programme, they take on a full-time post to develop their idea. During this time, the French PES recruits a new member of staff to replace the intrapreneur's previous position. This will usually take the form of a short contract for the new employee (six months to one year).</p>
<p>What were the source(s) of funding?</p>	<p>As the Employee Intrapreneurship Programme is a national measure, the digital incubation team receives funding from the national French PES budget. Efforts are also being made to secure contributions from EU funds although this has not yet been agreed.</p>
<p>What were the outputs of the practice: people reached and products?</p>	<ul style="list-style-type: none"> ▶ The French PES received a relatively large number of ideas from employees since the programme began - around 200 ideas from each of the four challenges ran since 2015, i.e. 800 ideas in total (considering there are around 50 000 French PES employees in total). This demonstrates the level of interest from employees to take part; ▶ Since the start of the programme in 2015, around four intrapreneurs have been selected each year; ▶ One example of an intrapreneurial idea was to develop a website where users can input information on their current situation through a short questionnaire, and the results are used to generate information on all types of social assistance which that user is entitled to. This is beneficial as the social security system in France is quite vast and complex, making it difficult for people to know all forms of social assistance available to them. Another example of an intrapreneurial idea is a website which lists all education providers in an area and users can rate these and provide feedback on them.
<p>What outcomes have been identified?</p>	<ul style="list-style-type: none"> ▶ KPIs have been developed for the individual projects developed as part of the programme, and data is collected on them accordingly; ▶ Every product that has been developed under the Employee Intrapreneurship Programme is now online. The PES receives daily feedback from users of the products (both PES users and local PES advisors) and collects website analytics to monitor how these products are used.

What are the lessons learnt and success factors?

It is important at the beginning to involve all senior managers to ensure they are on board, otherwise the programme cannot go ahead. In many cases, certain internal processes need to be bypassed and this requires approval from senior managers. The DINSIC provided a digital coach who also helped the French PES to bypass the usual bureaucratic processes and implement the programme internally, as the DINSIC itself is a government initiative. Additionally, it proved to be very important to have a strong digital leadership and vision, which enabled the French PES to implement the Employee Intrapreneurship Programme.

The involvement of all French PES employees is also crucial to the success of the programme. By opening the programme up to all employees, ideas can come from the ground and are based on experiences of local French PES advisors who work first hand with French PES users. This ensures that the ideas developed are highly beneficial for French PES advisors and users.



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