European Commission

Employer "Growth Predictor" IT tool

THE DATA-DRIVEN IT TOOL "GROWTH PREDICTOR" OFFERS INSIGHT INTO THE ANTICIPATED BUSINESS DEVELOPMENT OF EMPLOYERS, ALLOWING PES ACCOUNT MANAGERS TO IDENTIFY THE EMPLOYERS WHO ARE MOST LIKELY TO NEED NEW PERSONNEL.

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When matching supply and demand in the labour market, it is often difficult to find the most promising opportunities for jobseekers since it is unclear which employers need (or will need) new employees. To facilitate this process, the data-driven IT tool Growth Predictor has been developed. It offers insight into the business development of employers in terms of growth of staff as well as in- and outflows of personnel and can be used by all account managers of the PES.

Besides giving insight into a company's growth or decline, it also provides information on visible trends, e.g. seasonal work, as well as information on the composition of a company's workforce, age or male/female ratio. This can provide talking points for example to inform about the need to find younger staff who can be trained by the company or the need to find older/more experienced staff who can guide younger employees.

Name of the PES	UWV
Scope of measure (a pilot project or a national reform)	Started as a pilot, now implemented in all local offices.
When was the practice implemented? (including start and end date for pilot projects)	**September 2018:** A challenge was issued by data services. This case focused on investigating whether the data from the national employees' insurance administration system can predict whether companies are growing and whether seasonal influences play a role in this. In the elaboration of the case, a pilot was launched and a dashboard was developed from which employer services advisors can extract information with which they can provide targeted advice to employers, matching jobseekers with vacancies using the information from the growth predictor. **December 2018:** Pilot development. Checks were carried out to assess whether data obtained from the national employees' insurance system are correct and whether they are interpreted correctly by Employer Services advisors. **March 2019:** Legal test for pilot (GDPR). **July-December 2020:** Training by a multi-disciplinary team for national implementation. Process and Product descriptions (including quick reference cards) were delivered, IT servers were set up and the database was populated. **January 2021:** Further implementation for PES account managers and operational managers. **November 2021:** Further roll-out with PES account managers. **December 2021 and January 2022:** Interactive workshops on the use of the growth predictor were conducted. Data used by the tool is updated 4 times per year..
What was the driver for introducing the practice? Was it internal or external?	The driver was internal since the challenge of referring jobseekers to the most promising employers was identified while internally performing checks on the quality of the matching process. Thus, the driver was essentially to facilitate the matching process and identify new prospects for frontline staff..
Which organisation was involved in its implementation?	The information shown by the tool is based on the employer's wage declarations submitted to the Tax and Customs Administration and stored at UWV in the national employees' insurance administration. Implementation was organised by our national team of advisors within UWV.
Which groups were targeted by the practice?	The PES account managers and employer services advisors are targeted directly by this practice. Jobseekers and employers are targeted indirectly, since the growth predictor is essentially meant to support finding the most promising matches between supply and demand in the labour market.

What were the practice's main objectives?	The main objective was to find new prospects and promising employment opportunities for jobseekers by developing an IT tool that provides evidence-based information for PES account managers..
What activities were carried out?	The database is updated each quarter by a data scientist. This process converts the obtained data into a business intelligence dashboard.
What resources and other relevant organisational aspects were involved?	Tax and Customs Administration provide the necessary data. Other PES departments are essential for the implementation and use of data.
What were the source(s) of funding?	The PES uses its regular budgets for developing, implementing and maintaining the IT tool.
What were the outputs of the practice: people reached and products?	The Growth Predictor can now be used for finding prospects and job opportunities by all PES employer services advisors and account managers in their dealings with employers.
What outcomes have been identified?	▶ Employer advisors find the information shown in the tool very useful ▶ Employer advisors come well-prepared to meetings with employers ▶ The information from the growth predictor helps to build partnerships ▶ Contacting prospects based on the information from the growth predictor is more successful compared to other approaches.
What are the lessons learnt and success factors?	This tool was developed in an agile manner. However, good ex-ante analysis before the use of the tool is essential. Data load testing has been very important.

Contact details for further information
UWV
Name: Niels Lieman
Email: Niels.lieman@uwv.nl