



PROVIDING AN ADEQUATE  
RESPONSE TO THE NEEDS OF  
WORKERS AND COMPANIES

# Job matching

Information review: October 2015

## SPAIN

'Job matching' is one of the essential pillars of active labour market policies both at the local level in Aragón and at the national level in Spain. Since 2008, the economic crisis has caused a significant increase in demand for this type of matching services throughout the provinces of Aragón.

Overall, the effectiveness of 'Job matching' – measured as the greater probability of a beneficiary getting a job, compared to a non-beneficiary – is very different before and after the crisis. Whereas before the crisis (2005–2007) its effectiveness was barely significant, from 2008 it increased markedly.

Name of the PES

Instituto Aragonés de Empleo (INAEM)  
Aragón Employment Institute

When was the practice implemented?

1999 – on-going

Which organisation was involved in its implementation?

Local PES offices are responsible for providing further activation, matching or training measures for employers and (prospective) employees.

Which social groups were targeted by the practice?

Jobseekers:  
▶ All unemployed  
▶ Job changers  
All employers

What were the practice's main objectives?

'Job matching' is one of the essential pillars of active labour market policies both at the local level in Aragón and at the national level in Spain. Matching comprises the set of actions that are intended to pair job vacancies and jobseekers' profiles, in order to provide workers with a job that fits their characteristics and to find the most appropriate workers to meet employers' needs.

What activities were carried out?

The activities of the practice are as follows:

- ▶ Job vacancy management, linking companies and would-be applicants: 'Virtual Offices' and the 'Emple@' application are two virtual tools that enable companies to publish their job vacancies on an online database. Companies wishing to register their vacancies do so through the online application 'Emple@'.
- ▶ Individualised tutoring: there is an individualised career guidance process, where the practitioner and the user agree the necessary steps to develop a pathway to work.
- ▶ There are training measures to provide workers with the tools to make contact with companies. This covers especially digital literacy, writing CVs and job application letters, and preparing for interviews.
- ▶ Providing information and advice on self-employment falls somewhere between job matching and job creation. It attempts to interest the unemployed in entrepreneurship by providing information about the steps needed to set up a company. The aim is for users to acquire sufficient information about self-employment as an entry point to the labour market and to become aware of all the factors that can influence the development of a business plan.

What resources and other relevant organisational aspects were involved?

INAEM's 'Job matching' service is responsible for managing and implementing the practice. Through 'Virtual Office' and the 'Emple@' application, companies can either publish their job vacancies through the internet, advertising them on national and regional public employment portals, or they can ask the Public Employment Service (PES) to find suitable candidates for a vacancy. The various employment offices manage the rest of the 'Job matching' activities aimed at providing career guidance for job search for applicants.

Source(s) of funding

National budget (tax revenue)  
Regional budget (tax revenue)  
European Social Fund

What were the outputs of the practice: people reached and products?

**People reached:**

The number of users (registered jobseekers) doubled in 2009 in comparison with 2008 to a total of 60 000 additional registrations. Before 2008, only a maximum of 1.7% of all potential participants (registered jobseekers) took part in the practice, whereas in 2009 this figure reached 5.2%. The potential candidates for 'Job matching' have evolved over the years. A significant number of employed workers are anticipating the possible loss of their jobs and are requesting services from INAEM. The percentage of men accessing 'Job matching' is increasing, as is the proportion of non-Spanish nationals, as these are the two groups in which unemployment has increased most significantly. Overall fewer women than men access 'Job matching'.

**Products:**

- ▶ The 'Emple@' application has been developed to put job seekers and employers in contact through the internet.
- ▶ A career guidance handbook has been developed to be used by the PES and job matching service advisers.
- ▶ A manual on publishing job vacancies has also been developed for companies.

What outcomes have been identified?

The practice has had variable results in the period under observation due to the onset of the economic crisis. No target outcomes were set.

The effectiveness of 'Job matching' – probability of a beneficiary getting a job, compared to a non-beneficiary – is very different before and after the crisis. Whereas before the crisis (2005–2007) its effectiveness was barely significant, from 2008 it increased markedly. Users had a significantly (five percentage points) greater chance of leaving unemployment within a month.

Regarding the length of employment after completing the practice activities, before the crisis users worked for only a month longer than those who did not; since the crisis, the difference has increased to over two months.

From 2008, the effectiveness of 'Job matching' on the hiring rate (i.e. vacancy–candidate pairing) also increased. Specifically, it has increased by around four percentage points for each percentage point of workers who benefit from this service, reaching an estimated 3 097 users who left unemployment in 2009 after having taken part in the practice.

What are the lessons learnt and success factors?

In terms of the results of specific elements of the practice, it was found that those who took up individualised tutoring are 10 percentage points more likely to find work. The personalised service has had a positive effect since the crisis, especially in terms of getting a first job, and the job security of workers who access this service is more than 20 percentage points higher than for those who do not. The information and advice for people considering self-employment has proved a remarkable success among entrepreneurs. It allows beneficiaries to leave unemployment three months before and to work for two months more than those who do not take part in 'Job matching'.

More information on the practice

[http://ec.europa.eu/employment\\_social/empl\\_portal/weesp/ES-9.pdf](http://ec.europa.eu/employment_social/empl_portal/weesp/ES-9.pdf)



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