



A HOLISTIC COOPERATION APPROACH ENSURES THAT EMPLOYERS CAN CHOOSE FROM A VARIETY OF SERVICES RANGING FROM ADMINISTRATIVE ONES, SUCH AS ACCESS TO INSURANCE SCHEMES, TO SPECIALISED SERVICES THAT ARE CUSTOMISED TO THEIR NEEDS.

Cooperation with employers – a holistic approach to service delivery

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The wide range of services offered to employers coupled with different partnerships (e.g. with a view to the level of cooperation, the segment of employers etc.) has to be individually tailored and made holistic to meet employers' needs while supporting the achievement of NAV's strategic objectives (e.g. the inclusion of more people in work or the realisation of a well-functioning labour market).

Name of the PES	NAV (Norwegian Directorate of Labour and Welfare)
Scope of measure (a pilot project or a national reform)	National
When was the practice implemented? (including start and end date for pilot projects)	<p>The strategic framework of services for employers was introduced in the organisation during the final part of 2021. The majority of the offices in NAV implemented this practice in 2022. Partnership agreements with employers have been signed and NAV expects many such agreements in 2023. The "agreement of an inclusive working life" with all relevant partners in the labour market has been extended until 2025.</p>
What was the driver for introducing the practice? Was it internal or external?	<p>The practice itself is not a new model, but it is constantly readapted according to developments in the labour market. For example, the "Sick leave follow-up" service to employers is a response to the large individual and societal costs that sickness absence entails and the increased importance this topic has received on the political agenda.</p>
Which organisation was involved in its implementation?	NAV and its partners (employers).
Which groups were targeted by the practice?	<p>The target group for the services are employers. The service partnership agreement with employers can include more or less intensive support, depending on the segment of partnership to which the employers belong (self-service partners, extended partners or strategic partners). Some services target certain sectors of employers more intensely than others. For example, the services for retaining labour (e.g. focus on measures related to a "preventive working environment" and "sick leave follow-up") include a specialisation on seven economic areas:</p> <ol style="list-style-type: none"> 1. hospitals 2. nursing homes 3. kindergartens 4. oil and gas supply industry 5. food industry 6. passenger transport 7. building and construction. <p>The target groups for strategies to meet the mismatch in the labour market are both strategic partners and institutions from the educational sector.</p>
What were the practice's main objectives?	<p>The main objective for promoting holistic cooperation with employers is the refinement of the NAV's strategic objectives which include:</p> <ul style="list-style-type: none"> ▶ More people active and in work, fewer people on benefits ▶ A well-functioning labour market ▶ To provide the right services and benefits at the right time ▶ To provide good services tailored to the users' needs and circumstances ▶ Comprehensive and efficient labour and welfare administration.



	<p>Each implemented service tackles specific problems or furthers one or various main goals. For example, the services for “retaining labour” (e.g. the “Sick leave follow-up” service) facilitate the objective that as many can work as much as possible and as long as possible, aiming specifically at a 10% reduction in sick leave compared to the annual average in 2018.</p>
<p>What activities were carried out?</p>	<p>The services to employers are categorised into two areas: general services (also called administrative services) refer to insurance schemes, grants and refunds, collection and reporting, while customised services include services for recruiting labour (recruitment assistance, integration of workers with disabilities), services for retaining labour (prevent sick leave and early departure from work life, sick leave follow-up) and services for restructuring (temporary layoffs, downsizing).</p> <p>These various services contain different measures. During the COVID-19 pandemic, specific measures were implemented. The service for “Temporary Layoffs” for example, implemented a range of measures including tailored information for employers, salary compensation and a rapid digitalisation of the administration process of mass layoffs through the PES. The service related to “Downsizing” included cooperation with the regional counties which could offer additional support through their own funds (In-house training), a form of support that was implemented before the COVID-19 pandemic.</p> <p>In general, companies that must downsize due to various reasons are contacted by NAV and offered support. In addition to giving information about possibilities in the labour market for the employees affected, an effort is made to proactively connect them to companies that need employees with their competence.</p>
<p>What resources and other relevant organisational aspects were involved?</p>	<p>No additional resources than those available in the NAV budget were involved.</p>
<p>What were the source(s) of funding?</p>	<p>NAV budget</p>
<p>What were the outputs of the practice: people reached and products?</p>	<p>Most of 2022 was dedicated to implementing the strategic framework of services for employers at all levels of the organisation. Partnership agreements with some employers were signed and we are in the process of acquiring knowledge and experience with this strategy.</p>
<p>What outcomes have been identified?</p>	<p>Looking at the qualitative side, the implementation of the strategic framework of services for employers has introduced common practice and a more coordinated effort to deliver services to employers..</p>
<p>What are the lessons learnt and success factors?</p>	<p>On the basis of the feedback received from our regional and local offices, it takes time to implement, organise and adapt to working in an interdisciplinary team comprising different professional roles. In order to achieve our expected goals, it was necessary to reach out to all our offices and to reconsider our priorities and use of resources. A national team (employer services) was established with representation from all our county offices and other offices so as to offer more coordinated support and to share good practice with each other. This way of working has been a good way to face and solve the various challenges that we come across.</p>



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