



JOBSERVICE DENMARK FACILITATES COORDINATION BETWEEN JOB CENTRES TO ASSIST ENTERPRISES TO MEET THEIR RECRUITMENT NEEDS THAT INVOLVE MORE THAN ONE JOB CENTRE AREA

Jobservice Denmark

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DENMARK

Jobservice Denmark is part of a broad 'business service' improvement within the employment services to address the demand-side of the labour market. Crucially, it acts as a single point of contact for enterprises, supporting them to meet their recruitment needs through the employment of unemployed individuals. Its focus is mainly on large enterprises (100+) with significant recruitment needs that want to recruit from more than one of Denmark's 94 local job centres. The internal coordination between job centres means that Jobservice Denmark enables a coordinated service from the employment system. This benefits both enterprises and job centres. Jobservice Denmark also helps enterprises with the integration of refugees and helps them to get started with the new integrative training programme (IGU).

Name of the PES	The Danish Agency for Labour Market and Recruitment (STAR)
Scope of measure (a pilot project or a national reform)	National
When was the practice implemented?	Since July 2015
What was the driver for introducing the practice? Was it internal or external?	The driver for Jobservice Denmark was the 2014 employment reform. In light of the decreasing workforce in Denmark, the aim of the reform was to support jobseekers in finding a suitable job in an effective way. Jobservice Denmark was part of a broader 'business service' improvement within the public employment services to address the demand-side of the labour market. The PES 'change agenda' in 2017 also includes the objective to develop stronger initiatives for businesses, in order to produce positive employment effects across different groups of marginalised people.
Which organisation was involved in its implementation?	<p>The organisations involved include the following:</p> <ul style="list-style-type: none"> ▶ STAR - STAR's three regional divisions support local job centres with the implementation of the employment reform and support the development of employment initiatives across municipalities. ▶ Local job centres - responsible for employment initiatives with respect to employers, including business services such as recruitment of labour, education and upskilling of new employees entering the labour market following a period of unemployment, and a staff retention service in the event of sickness. ▶ Regional labour market councils - ensure coordination and co-operation across municipalities, involving educational institutions and business authorities. ▶ The Business Forum for Social Responsibility (VFSA) – a group of Danish executives pointed to the need for Jobservice Denmark and has been a part of the development of Jobservice Denmark. VFSA has likewise served as an ambassador and sounding-board partner for Jobservice Denmark and has helped to promote the initiative.
Which groups were targeted by the practice?	Large, nationwide enterprises (100+ employees) with vacancies spanning more than one local area, or enterprises who have special recruitment challenges.
What were the practice's main objectives?	Jobservice Denmark aims to provide a single point of contact for employers so as to make it easier to get a coordinated service from the employment system. The role of Jobservice Denmark is to be a bridge-builder between businesses and job centres throughout Denmark and make it easy and simple to access a coordinated service from the employment system.

<p>What activities were carried out?</p>	<p>Activities carried out include the following:</p> <ul style="list-style-type: none"> ▶ Enterprises are able to call the Jobservice Denmark national hotline which offers help for recruitment of unemployed individuals, integration of refugees and help to get started with the new integrative training programme (IGU). ▶ It is a single point of contact mainly for large enterprises (100+) that want to recruit from more than one of Denmark's 94 local job centres, and that have large recruitment needs (around 10+ vacancies). In this way, one of Jobservice Denmark's main tasks is to coordinate recruitment across local job centres. Smaller enterprises are also able to access the service if they have large recruitment needs and want to recruit across more than one job centre, but these groups are not the main target. ▶ When employers call the hotline, the labour market division of Jobservice Denmark will coordinate with the relevant local job centre and appoint one job centre as anchor, and a contact person for the enterprise. ▶ Jobservice Denmark and the anchor job centre will coordinate the recruitment process in cooperation with relevant actors, such as unemployment insurance funds and the educational institutions. ▶ Three days after contacting Jobservice Denmark the employer will be presented with possible candidates who are able to start work at short notice. ▶ Enterprises that are given support from Jobservice Denmark are asked to enter into a written Jobservice Agreement with Jobservice Denmark and local job centres. It sets out how recruitment, upskilling, or staff retention needs will be addressed, and outlines the responsibilities of each party. A Jobservice Agreement is a longer-term cooperation with the PES in the spheres of recruitment, upskilling and integration of refugees. A Jobservice Agreement can help prevent a lack of qualified labour in enterprises. ▶ In addition to recruitment, Jobservice Denmark also offers assistance in regard to upskilling jobseekers to meet employer needs, and supporting employers to retain employees that are experiencing ill health. Jobservice Denmark also provides advice and guidance to employers on recruiting refugees.
<p>What resources and other relevant organisational aspects were involved?</p>	<p>Jobservice Denmark is delivered by staff within STAR's three regional divisions. Staff in the regional divisions were given guidance papers on how to manage calls and coordinate with local job centres. They also regularly visit local job centres to introduce the different roles and responsibilities and explain how the service works to staff there.</p> <p>Jobservice Denmark have run promotions targeted at large employers to make them aware of Jobservice Denmark: they conducted a business campaign including calls, meetings, distribution of information, and postings on the website and social media. As a result of the campaign there were 266 business visits with large enterprises from Jobservice Denmark in collaboration with local job centres. The evaluation shows that 87 % of companies have been satisfied with the visit. They have used several companies as 'success stories' to engage other companies.</p>
<p>What were the source(s) of funding?</p>	<p>PES national budget. Funds for a customer relationship management (CRM) system to support and ensure operation and funds for an initial promotions campaign were specifically allocated.</p>
<p>What were the outputs of the practice: people reached and products?</p>	<p>Between 1 July 2016 and 1 Aug 2017 there were 832 calls to Jobservice Denmark. These led to Jobservice Agreements with 66 different enterprises which indicates that Jobservice Denmark are positively assisting with recruitment needs.</p> <p>Calls that do not result in a Jobservice Agreement can indicate that the recruitment need did not involve more than one municipality or that the call may have concerned advice and guidance on recruiting refugees and asylum seekers.</p>
<p>What outcomes have been identified?</p>	<p>The outcomes identified include the following:</p> <ul style="list-style-type: none"> ▶ 66 Jobservice Agreements between Jobservice Denmark and various enterprises were agreed over the 12 months from beginning of July 2016 – end of July 2017. ▶ Jobservice Denmark supports local job centres on inter-municipal cooperation, and better coordination across job centres in Denmark. ▶ As recruitment takes place over multiple localities, enterprises have access to a wider pool of jobseekers and therefore may fill vacancies with the best candidates.

What are the lessons learnt and success factors?

Key success factors and lessons learnt in the development of the practice include the following:

- ▶ A key success factor is the promotion and awareness raising used to engage enterprises and persuade them to use the service.
- ▶ In particular, there must be a clear and distinctive value-added for enterprises that use the service.
- ▶ Direct telephone calls and posting information is effective, but a range of channels is needed and contact must be ongoing. Staff at STAR are deployed to scan press reporting to identify enterprises that have expressed a shortage of labour supply, so that they can be directly contacted to offer assistance.
- ▶ One lesson learnt is that job centres must have a shared understanding about the collaboration between each other and the way that Jobservice Agreements should operate.
- ▶ It is important to develop a clear understanding about which type of enterprises should be the main target for Jobservice Denmark assistance and which should not. Jobservice Denmark has currently decided that enterprises with at least 100 employees may be the most appropriate target group.
- ▶ Jobservice Denmark is in development with: an annual satisfaction survey, an annual action plan, a systematic follow-up of results, implementation of a CRM system to support and ensure operation.
- ▶ Enhancing Jobservice Denmark should focus on best practice with concepts for cooperation with selected sectors.



Contact details for further information

Name: PETERSEN, Bjarke Bruun / Clerk

Email: bjbp@star.dk

Telephone: 0045 72217484