

Performance Indicators for Public Employment Services

Jobmanager

*A good practice in »Implementing
best practice technology« (Indicator 9)*

Bart Delbeke

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VDAB – Vlaamse Dienst voor
Arbeidsbemiddeling en
Beroepsopleiding
Keizerslaan 11
1000 Brussels
Belgium
Tel : 0032-2-506 15 11
Fax : 0032-2-506 15 90

The selection of good practice examples among Member-PES is the ultimate purpose of the benchmarking exercise with respect to the performance of public employment services.

The following presentation of a good practice is related to the goal reflected by Indicator 9 (»Implementing best practice technology«).

The presentation of the Good Practice has been prepared by Regina Konle-Seidl, a Member of the Working Group.

The Group Member takes the responsibility for this paper.

For the Consultant's team

Prof. Michael Wagner-Pinter

Vienna, August 2004

Good Practice Profile »Jobmanager«

Name of the Public Employment Service	VDAB – Vlaamse Dienst voor Arbeidsbemiddeling en Beroepsopleiding
Address of the Public Employment Service:	Keizerslaan 11 1000 Brussels
Working title for the good practice described:	Jobmanager
Give a short description of the good practice. A more detailed description might be put in an appendix.	Jobmanager is an on line tool, which allows employers to enter and manage their vacancies and have them published on the VDAB-website and kiosks without intervention of VDAB-personnel.
Benchmarking result responsible for the selection of the PES:	66% of the total number of posted vacancies on the PES website are posted by employers.
Representative in the Working Group:	
– Name	Bart Delbeke
– e-mail:	Bdelbeke@vdab.be
Person in charge of preparing the good practice presentation:	
– Name	Bart Delbeke
– e-mail:	Bdelbeke@vdab.be
Is the performance indicator 9 part of the set of explicitly stated performance goals of PES »VDAB«?	No.

Is a numerical target value attached to the goal?

The original aim was to have 30% of vacancies published by means of the Jobmanager. At the present moment nearly 73% of job offers are put in and managed by the companies themselves, using the Jobmanager.

Do regional offices (or functional departments) get recognition for achieving this goal?

It's an evaluation item for the regional management.

What is the basic idea of the good practice?

The basic idea is to offer the employers a self service tool, which allows them to enter and manage their job vacancies and have them published on the VDAB-website and kiosks.

Who are the main agents of this good practice?

The tool is developed and maintained by VDAB and used by the employers.

How many organizational units (in regional or functional terms) are involved?

The head office has developed, maintains and optimizes the system

Do the units involved operate

- as part of the PES?
- on a contractual basis with the PES?
- independently of the PES?

As part of the PES, although hired external consultants take part in developing and monitoring the software required.

Which resources are made available to carry out the practice as designed?

The tool was developed by the IT-department. No extra software had to be purchased.

Which share of the total financial resources of PES »VDAB« is allocated to the good practice?

Cannot be specified, within the regular IT-budget.

Is the good practice targeted at specific groups of unemployed people?

The good practice is exclusively used by employers. Jobseekers benefit as they get access to a large and up-to-date jobs database.

How are the participants (or addressees) of the good practice selected?

The tool is advertised on the VDAB-website and promoted by account managers and consultants when visiting or contacting companies.

How large is the group of participants as percentage of all potential addressees?

73%

How does the good practice affect the numerical value of the performance indicator

VDAB enjoyed a considerable increase in the vacancies reported. Jobmanager enabled VDAB to conclude partnerships with other intermediaries (interim and selection bureaus). They can publish their vacancies on the VDAB-website and kiosks without VDAB having to put in extra manpower.

Has the good practice an explicit gender mainstreaming dimension?

No.

Does gender mainstreaming show up in the good practice?

No.

Are the results of the good practice regularly monitored?

Yes, it fits into the channel mix, where the evolution of the different channels is being watched.

Has the good practice been evaluated by independent experts?

- No, but a users' survey, carried out by VDAB, showed that 87% of the users were satisfied or very satisfied with the tool.
- The ever increasing use of the tool is also an indication of the reception by customers.

Is there room for improvement in the implementation of the good practice?

The good practice has been upgraded and extended over the years. VDAB keeps looking for extra features and functionalities. It also carries out regular satisfaction surveys and quality checks.

Have there been major revisions in the implementation of the good practice?

Improvements were made, but no major revisions.

How does the good practice fit into the general strategy of the PES?

VDAB tends to make the labour market as transparent as possible by offering a wide range of vacancies.
Furthermore, it tries to enhance self service by customers.
The Jobmanager fits very well into this policy.

Has the introduction of the good practice caused a shift of PES-resources away from other programmes?

No

Does the good practice cause »costs« (other than monetary and personnel resources) for the PES?

No

How have the employees of the PES perceived the introduction of the good practice in terms of their own performance and career with the PES?

There was a fear of losing one's own job. The routine of putting in vacancies shifted to more quality service (screening, selection...)

Has the (potential) impact of the introduction on established routines of providing services been explicitly addressed by a »change management process«?

Not really, VDAB has introduced several on line tools over the years. The introduction of the Jobmanager has been announced to the personnel through the normal ways of communication (training, demos, intranet...).

Has the introduction of the good practice changed the perception of the quality of PES-services by customers/political decision makers/ the general public?

It was seen as a further extension of the services offered by VDAB on its website, which is highly appreciated and popular among both employers and jobseekers.

Are there features of the good practice which are likely to be transferable to other PES working under different conditions?

The Jobmanager can be used by any PES. Introducing it needs decisions by the PES on the principle and level of self service by customers. In other words, what do you trust them to do themselves.

Has there been scepticism among (external or internal) experts vis-à-vis the good practice?

- internal: fear of job loss
- external: no, 73% of the vacancies are now put in and managed by the companies themselves. It's their free choice, they can still use the classic ways to report vacancies and have them put into the database by a consultant.
