

Services offered to business

16 March 2011 – Mexico

Summary of the responsibilities of Pôle Emploi

- 1 Prospection, collecte des offres, conseil en recrutement, mise en relation entre les offres et les demandes
- 2 Participation active à la lutte contre les discriminations
- 3 Accueil, information, orientation, accompagnement et placement des clients
- 4 Inscription et mise à jour de la liste des demandeurs d'emploi
- 5 Versement des revenus de remplacement et des éventuelles aides et mesures
- 6 Recueil, traitement et diffusion des données du marché de l'emploi et de l'indemnisation
- 7 Recouvrement des cotisations d'assurance-chômage, avant le transfert à l'URSSAF qui devra avoir lieu avant le 1er janvier 2011

Ces missions structurent l'offre de services

Summary of the responsibilities of Pôle Emploi

1. **Prospecting, collecting offers, recruitment advice, matching job supply and demand.**
2. **Active participation in anti-discrimination action.**
3. **Client reception, information, orientation, support and placement.**
4. **Registration and updating jobseeker list.**
5. **Payment of replacement income and any possible aid and support.**
6. **Collection, processing and distribution of job market data and compensation.**
7. **Recovery of unemployment insurance contributions, before transfer to the URSSAF which should take place on January 1 2011.**

These duties structure the offer of services.

The main keys around which the service offer of *Pôle Emploi* continues to be the guideline for future developments

Structural principles

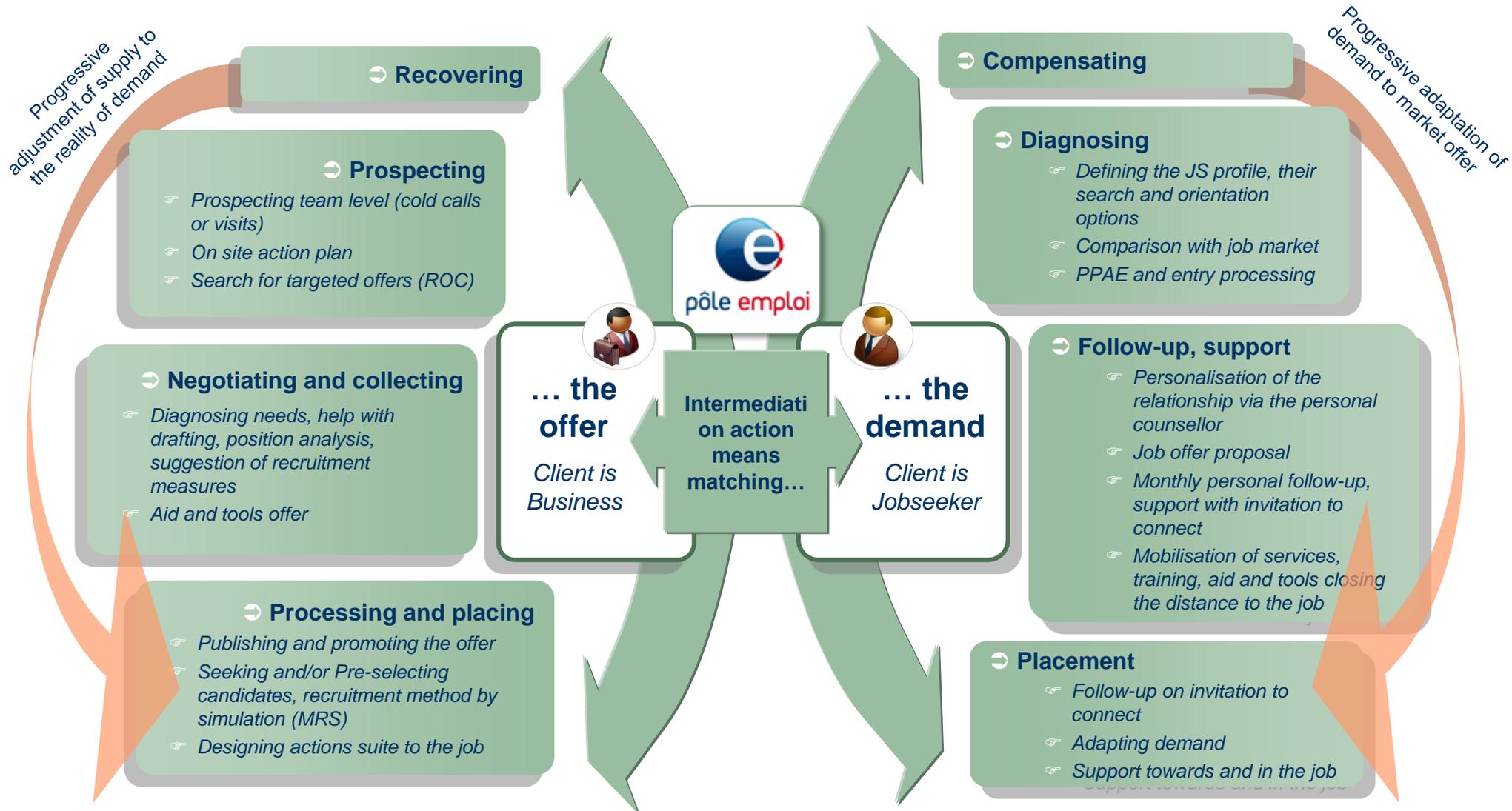
An offer of service, simple and understandable by clients and agents

More personalised service for a better adapted response to individual needs

Stress on operational effectiveness

Proactive procedures

The service offer of *Pôle Emploi* is broken down into 8 components which all aim at intermediation: bringing job supply and demand together



A difficult context

- ➔ The dramatic downturn in the labour market in 2009 obliged *Pôle Emploi* to increase the part of its activities devoted to registration and compensation for jobseekers to the detriment of the activities devoted to businesses and support for jobseekers
- ➔ However, in 2010, the relative improvement in the economic situation led *Pôle Emploi* to re-energise its relationship with business by publicising ambitious goals as regards collecting jobs, offers met by the *Pôle Emploi* and the rise in the number of client companies
- ➔ *Pôle Emploi* must be ready to deal with a slight fall in the unemployment rate and the increased needs of business by strengthening its recruitment and placement services, by anticipating recruitment problems and paying particular attention to ensuring that the long-term unemployed and the sectors most affected by the crisis (the young, older workers, etc.) are in a position to take advantage of effective support.

But an activity which is always sustained with ambitious goals



⇒ Activity sustained in 2010

- ⇒ 3,300,000 job offers were collected in 2010 (+ 11.1% between January 2010 and January 2011)
- ⇒ 48,500 company visits paid in 2010
- ⇒ 175,000 calls handled on the Business telephone platforms
- ⇒ An increase of 9% in the number of client businesses (+ 0 employee)

⇒ Ambitious goals for 2011

- ⇒ *Pôle Emploi* will have to collect 3,700,000 job offers and fill 3,400,000 of them 2011
- ⇒ Each Region has the goal of increasing its job offer market share by 3 percentage points
- ⇒ By guaranteeing a pickup rate on the telephone service platform of > 85%

A sound investment, reconfirmed in favour of business



➔ ***Pôle Emploi* must make serious investments in the services it offers to business,**

- ➔ To be able to offer business services which meet its human resource needs and hence to contribute to the competitiveness of the economy,
- ➔ but also because support for jobseekers can only be effective if *Pôle Emploi* is trusted by business and is supplied with job offers in the proportion it needs to satisfy jobseekers.

➔ **With this in mind *Pôle Emploi* is developing an ambitious strategy vis-à-vis business. This is based on the following factors:**

- ➔ Listening to businesses – their needs are varied and their problem scenarios never stop growing;
- ➔ Facilitating access to our services by business by all possible routes in order to simplify procedures;
- ➔ Going out to meet business to offer them our services and to familiarise them with the services and the jobseekers' skills;
- ➔ Consolidating and upgrading our core service to business, recruitment, but also by planning the deployment of other services when they match identified needs.

- ➔ Thanks to various quantitative and qualitative information surveys, *Pôle Emploi* is aware of business needs and expectations as far as the section is concerned
 - ➔ The **Labour Needs** survey, carried out each year and including 1,730,000 companies measures employer recruitment intentions for the upcoming year, whether new positions or replacements.
 - ➔ Thanks to **the 2010 survey** it is possible to assess **1,700,000 recruitment forecasts**, half of indeterminate length contracts, and to draw up the most sought-after profiles (service sector in particular, health and social positions, and the like) but also foreseeable recruitment difficulties for positions seen as “stressed” (sales, tourism and services).
 - ➔ This survey makes it easier to **anticipate** business needs, and to more effectively target our business relationship towards sectors which are recruiting or which are expected to experience recruitment difficulties.
 - ➔ The purpose of the **extensive business consultation** involving 280,000 companies in autumn 2010 was to assess the level of satisfaction and expectations expressed by business as regards *Pôle Emploi*
 - ➔ The results of the survey show that the expectations of *Pôle Emploi* are an improvement in its recruitment service and a greater degree of personalised service.

➔ **By means of the Client Companies Barometer, run each year with a panel of 10,000 companies, it is possible to identify client expectations and the areas where improvement is needed.**

➔ The views of the section's clients is sought on the following matters:

- ➔ The overall perception of *Pôle Emploi*;
- ➔ The last recruitment initiative entrusted to the *Pôle Emploi*
 - the characteristics of this recruitment initiative
 - the definition of the requirement
 - follow-up on this recruitment initiative
 - contacts with the counsellor
- ➔ The quality and effectiveness of the services offered on *Pôle-emploi .fr*

➔ **On a basis of their current experience, clients express what *Pôle Emploi* should offer them to make their procedures more effective:**

- ➔ What positive points should be maintained, optimised or developed?
- ➔ To what extent do they trust *Pôle Emploi*?

TRUST – business profiles

Businesses which have plenty of confidence in *Pôle Emploi*

Businesses which have little confidence in *Pôle Emploi*

EXTRACT

Company profile

Sectors :

- Health and social action
- Education
- Public administration
- Collective services

Size :

- 10 to 49 employees
- 100 to 199 employees

Interviewee profile

Does not decide who will be the recruitment services.

Secretary / Management assistant / Administrative head

Assistant CEO / Company CEO

Head / Department head

Recruitment practices

Most recruitment entrusted to *Pôle Emploi*.

Sectors :

- Commerce, Repairs
- Real estate
- Construction, Building and Public Works
- Manufacturing industry

Size :

- Less than 10 employees

Sole decider as to recruitment service provider.

Manager

Assistant MD/MD

Has been in the position for over 10 years

Less than half of the recruitment entrusted to *Pôle Emploi*.

TRUST – What businesses say

Q8/Q9 - For what reason(s) do you trust Pôle Emploi to help you in your recruitment campaigns ?



Broad categories of response

Large scale **distribution** to candidates **31%**

Good **knowledge** of our needs **30%**

Simplicity and **speed** of the procedures **17%**

Follow-up and **support** during recruitment **15%**

Indispensable player **15%**

Competence and effectiveness of the service **11%**

Quality of the **contacts** **11%**

EXTRACT

⇒ ***Pôle Emploi*** has also developed a policy of more permanent and qualitative interchange with business as regards their human resource problem scenarios with a view to learning how to adjust its service offer.

⇒ *Pôle Emploi* also operates a policy seeking to **establish contracts with “Large Account” companies** and the **Professional Branches**:

- ↳ some forty signed agreements have established the success of this policy;
- ↳ thanks to these privileged relationships it is possible to offer and experiment with innovative services;
- ↳ support for these companies with their social responsibility policies (handicapped workers, young jobseekers, seniors, etc.) and support with diversifying recruitment;
- ↳ greater familiarity with recruitment practices and developments.

⇒ **In 2010 *Pôle Emploi* set up a national HR Club** intended to be a meeting and exchange forum between the HR managers of large enterprises and the State operator, *Pôle Emploi*:

- ↳ around 85 members;
- ↳ subject-based workshops every 2 months (inclusion of the young, development of recruitment practices, skills management in crisis periods, etc.);
- ↳ a concept which is being repeated at Regional and soon Local levels;
- ↳ a very useful tool for confirming and fine-tuning the data from surveys and to improve the reciprocal knowledge deployed by business and *Pôle Emploi*.

- And *Pôle Emploi* is equipped with powerful tools to buttress relationship with the client:
 - By building a unique cross-referenced **Client Enterprise Frame of Reference** enriched by financial data:
 - ↳ covering all Companies, including private individuals and foreign client enterprises;
 - By providing counsellors with a **Client Relationship Management** tool providing a synoptic view of all the information needed to build a personal relationship with the company
 - ↳ and supplying a record of the contacts and services supplied to a company.

Listening and feedback tools used to ensure that our service is permanently improved...



➤ which allow us to structure our client strategy on 3 major foundations

- Facilitating access by business to our services by all means possible in order to simplify procedures;
- Reaching out to businesses to offer our services, to familiarise them with our services and the jobseekers' skills.
- Consolidating and improving our core service offer to business, recruitment, but also to contemplate the deployment of other services matching identified needs.

➤ In the service of the Values of *Pôle Emploi*

- simplicity,
- fairness,
- effectiveness.

Facilitating access to *Pôle Emploi* services for all businesses according to their needs



➔ Facilitating the registration of offers by telephone

- ➔ The launch of the **short number, 39 95** for the benefit of business in Spring 2010 meant that access by business to the services of *Pôle Emploi* became easier to understand and simpler;
- ➔ In all the Regions, this service rests on **specialised business call-reception platforms**;
- ➔ This service is provided in **articulation with the production teams** within *Pôle Emploi* agencies who retain their role as experts in seeking candidates and any possible renegotiation of the offer.
- ➔ The way this is organised has meant that the ability of a business to be provided with a counsellor over the telephone has been particularly streamlined, with a stable pick-up rate of around 90%.

Facilitating access to the services of *Pôle Emploi* for all businesses according to their needs



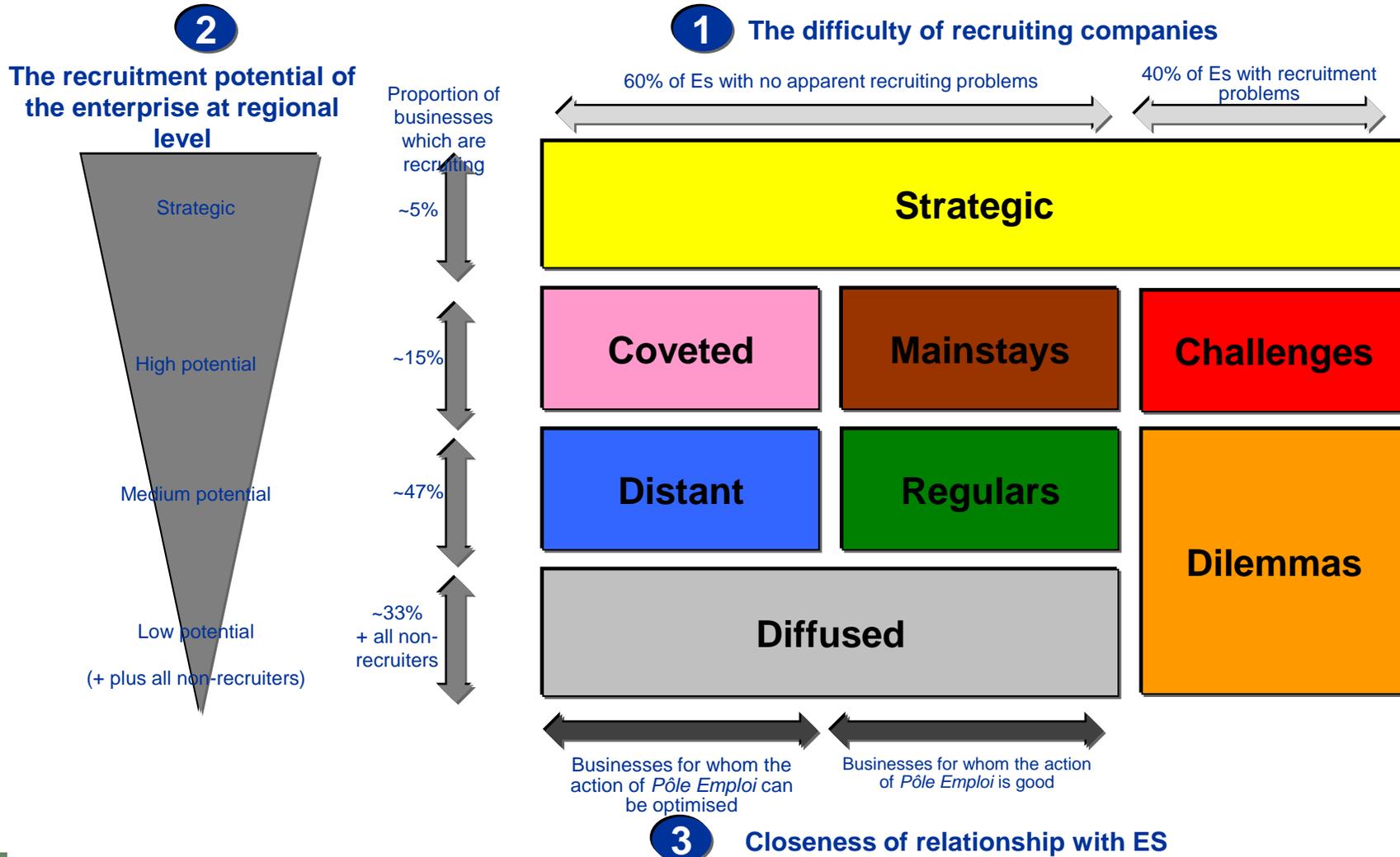
- ➔ **Simplifying the registration of offers on-line and making the best use of the on-line space to make it more accessible and more effective**
 - ➔ Simplifying the conditions for **recording offers**, by allowing businesses to lodge an on-line offer more quickly, to consult candidates' personal CVs on the internet, and thus to get a more accurate idea of the suitability/needs match;
 - ➔ Providing businesses with a personal employer space, whereby they can monitor and manage their recruitment campaigns;
 - ➔ And in the case of the **large accounts**, making it easier for them to publicise the offers they have already in existence in their information system and where appropriate linking their business website with the pole-emploi.fr website.
 - ➔ The goal of *Pôle Emploi* is to reach a level of 35% of offer lodged on line.

Reaching out to business to offer our services and to raise awareness about them



- ➔ **Going in search of new clients and rationalising prospecting by subjecting businesses to a simple and operational segmentation process**
 - ➔ In order to **optimise the time spent** on the relationship with business and to upgrade its effectiveness, *Pôle Emploi* makes use of a structured and systematic process to make it easier to identify enterprises which should be canvassed, particularly from the point of view of the skills available among jobseekers.
 - ➔ The objective is to make the most of our efforts as a matter of priority to collect offers from **businesses with potential**.
 - ➔ This process is based on an **operational segmentation** of businesses, categorised according to their recruitment potential, their closeness with *Pôle Emploi* and their recruitment problems.
 - ➔ By means of this operational segmentation, it is possible to adopt **local action plans, as well as Regional and national campaigns**

Reaching out to business to offer our services and to raise awareness about them



Reaching out to business to offer our services and to raise awareness about them



- ➔ **Extending the action of the agencies of *Pôle Emploi* by means of dedicated prospecting teams**
 - ➔ In order to make sure of a significant breakthrough as regards **collecting job offers** quantitatively and qualitatively throughout the territory, **telephone prospecting teams and dedicated large account officers**, units entirely dedicated to relationships with business, were set up in all the Regions in 2010.
 - ➔ This has made it possible to **increase the resources used in collecting offers** from businesses which are not yet clients of *Pôle Emploi*, to win new clients and to increase the offer harvest.
 - ➔ Lastly, these specialist units have made it possible to **develop in-depth “prospecting” expertise** on the part of the agents concerned, and to consolidate **better knowledge** about the businesses thanks to the information collected by the agents.

Consolidating and expanding our recruitment services offer, the core mission of *Pôle Emploi*



⇒ *Pôle Emploi* has identified the general pathways to follow to consolidate and expand its offer of services in the recruitment field

⇒ A certain number of services have been identified as “*indispensable*” at all points in the recruitment service for the majority of companies:

- dedicated contact throughout the recruitment process;
- the offer of assistance in defining needs;
- the definition of the specific working conditions of the job
- information on the labour market relative to the planned recruitment procedure;
- the setting of a deadline at the end of which the business will be re-contacted for initial feedback on its recruitment campaign;
- regular update on the progress of the recruitment campaign.

⇒ Identifying these indispensable factors should make it possible to:

- ⇒ **consolidate** the effective implementation by the network of the most critical stages in the eyes of the businesses for the satisfactory conclusion of the order, particularly **labour market information** for the recruitment campaign envisaged or the matter of keeping informed in a proactive way of the results of the applications in order to adjust the service offered if necessary,
- ⇒ make the service offer **more understandable** to recruiters by better distinguishing the basic services from additional or specialist services which they might be offered in certain situations,

Consolidating and expanding our recruitment services offer



- ➔ **Continuing to develop the simulation recruitment method while prospecting for new professions and new clients**
 - ➔ This is an innovative method based on the use of **skills, tested by means of exercises simulating the targeted job.**
 - ➔ **This method is greatly appreciated by businesses which experience recruitment difficulties, helping them to expand their target.**
 - ➔ **This method also means that recruitment is based on non-discrimination.**

- ➔ **Developing a Training offer to match the jobseekers' skills to the needs of the business**
 - ➔ By the purchase of training places in sectors under stress;
 - ➔ By the implementation of individual measures for the adaptation of jobseekers' skills.

Consolidating and expanding our recruitment services offer



⇒ Upgrading labour market information

- ⇒ 71% of businesses feel that *Pôle Emploi* fails to keep them properly informed about the labour market, and likewise nearly one jobseeker out of two state that they cannot find, or can only find with difficulty, certain information at their *Pôle Emploi* agency, whether about training (25%), regulations (23%), activity sectors and professions (16% and 15%).
- ⇒ 44% of jobseekers are unaware which are the jobs most sought by businesses in their region and 30% are ignorant of the wages normally paid in their field.

⇒ The objective is therefore to:

- ⇒ Provide counsellors and partners with the best means for swiftly providing their clients with accurate information;
- ⇒ Establish the managers of *Pôle Emploi* as experts because of their ability to assess the labour market situation by means of relevant, contextualised and up-to-date analyses of their labour pool (quantitatively and qualitatively) so that they can be involved in the territorial diagnosis;
- ⇒ Provide clients and partners with information extending as far as a diagnosis of their own situation with regard to the labour market.

Progressively extending the service offer beyond recruitment



- ➔ **While initial expectation of *Pôle Emploi* concern its service in the recruitment field, we are also asked to help in a much larger field**
- ➔ In the field, for example, of territorial **Projected jobs and skills management (GPEC)** when the players in the field are involved in a shared diagnostic procedure on the status and provision of the labour market and employment, the prospects for the development of businesses and the associated skill needs, and define the pathways to be followed as a matter of priority in the zone in question;
- ➔ Regarding the implementation of **in-house training courses in companies** and/or in the region to develop skills where they are needed by business;
- ➔ This may also be the case as regards **in-house mobility** or as regards employment follow-up when *Pôle Emploi* is requested to support the individuals recruited;
- ➔ And lastly, the crisis has revealed the necessity of **supporting businesses in financial difficulties** to avoid lay-offs and support occupational transitions.

Presentation of the services offer of *Pôle Emploi* to business



1

Recovery

Declaration and payment of subscriptions

- ☞ Mandatory study
- ☞ Phasing out of exchanges (payment, subscription, downloading)
- ☞ GUSO

Aid to companies in difficulties

- ☞ Individualised studies of payment solutions in cases of difficulty

2

Prospecting

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3

Negotiating
and
collecting

Information

- ☞ Information on employment (recruitment, professions, aid and measures, etc), accounts (rights and obligations)

Diagnosis of recruitment needs

- ☞ Definition of the profile of the candidates as regards the job and skills
- ☞ Definition of the recruitment method
- ☞ Help in drafting job offers
- ☞ Position analysis

Offer of aid and provisions

- ☞ Information and rules on Aid and Provisions to assist business (ETPE...)

Publication of recruitment needs

- ☞ Lodgement of job offer
- ☞ Promotion of professions : Forum, EMT, Web TV
- ☞ Promotion of job offers

Presentation of candidates

- ☞ Pre-selection of candidates according to CV
- ☞ Selection of candidates (after interview or personalised assessment system)
- ☞ Recruitment by simulation (MRS)
- ☞ Position adaptation action organisation

Incorporation of recruit

- ☞ Definition of the new recruit incorporation procedure
- ☞ In-house support procedure

Promotion of diversity

- ☞ Support for companies in promoting diversity

4

Processing
and hiring