



METHODOLOGY MANUAL

# **BUSINESS SERVICE**

- inspiration for jobcentre managers





## Inspiration for the business service

Dear Reader,

The focus of the Employment Reform was on strengthening the jobcentre business service in three areas: the business' recruitment needs; training and upskilling needs; and the need for help with retaining sick employees. All jobcentres in Denmark are currently focusing on developing collaboration with businesses and the importance of a good, professional service.

A good business service is an important focus because it helps to create more job opportunities for unemployed people and contributes to continued growth among businesses by supporting their need for a qualified workforce.

The Danish Agency for Labour Market and Recruitment wants this methodology manual to inspire jobcentre managers to develop models and methods for supporting the development of well-qualified, improved services for businesses at jobcentres. This methodology manual will give you, as a manager, specific recommendations and inspirational examples from other jobcentres of how to develop your business service.

The specific models, methods and tools for strategic development have been developed together with jobcentres as part of the 'Development of models and methods for good business service' initiative. Experience from initiatives at the participating jobcentres shows that a business service is successful when the whole jobcentre has a business service focus.. In other words, the business service is provided by a professional **contact with businesses**, effective **internal collaboration**, job-focused **contact with jobseekers** to ensure that the jobseeker has relevant, up-to-date knowledge about businesses' labour and competences needs, and strong, **transversal collaboration** with other collaboration partners.

The jobcentres have developed many good models and methods for ensuring that a good business service is provided throughout the jobcentre. The Danish Agency for Labour Market and Recruitment wants this methodology manual to disseminate some of the good experiences that have been created at jobcentres and thus support knowledge sharing and mutual inspiration among jobcentres.

We hope that you can use this methodology manual as a source of inspiration for your future work on the business service.

### Colophon

This methodology manual has been produced by DISCUS for the Danish Agency for Labour Market and Recruitment.

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[www.star.dk](http://www.star.dk)

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## INITIATIVE:

### ‘Development of models and methods for good business service’

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The models, methods and tools in the methodology manual have been produced on the basis of jobcentres' experience of working to develop the business service. Six jobcentres took part in the ‘Development of specific models, methods and tools for good business service’ initiative run by the Danish Agency for Labour Market and Recruitment. Their experience of developing a good business service forms the basis for the overall model adopted in this manual. The manual brings together the methods, models and tools that have been developed and tested both by the six participating jobcentres and by other jobcentres that submitted cases and exchanged experiences at networking meetings for jobcentres in 2016.

We would like to express our thanks to the six jobcentres that took part: Favrskov, Fredericia, Frederikshavn, Rudersdal, Varde and Vordingborg, and to all the other jobcentres, which demonstrated great commitment at the networking meetings and submitted cases.

*The methodology manual for business service has been developed by DISCUS for the Danish Agency for Labour Market and Recruitment.*

# Developing business service demands focus four areas

Since the Employment Reform, Denmark's jobcentres have been working on strategies for collaborating with businesses and establishing which services they want to offer businesses.

Experience has shown that business service is a task that involves the whole jobcentre, so the strategy must also be rooted in the Jobcentre's whole management team. This methodology manual works on the basis of a model involving four initiative areas: contact with businesses, internal collaboration, contact with jobseekers, and **transversal collaboration**

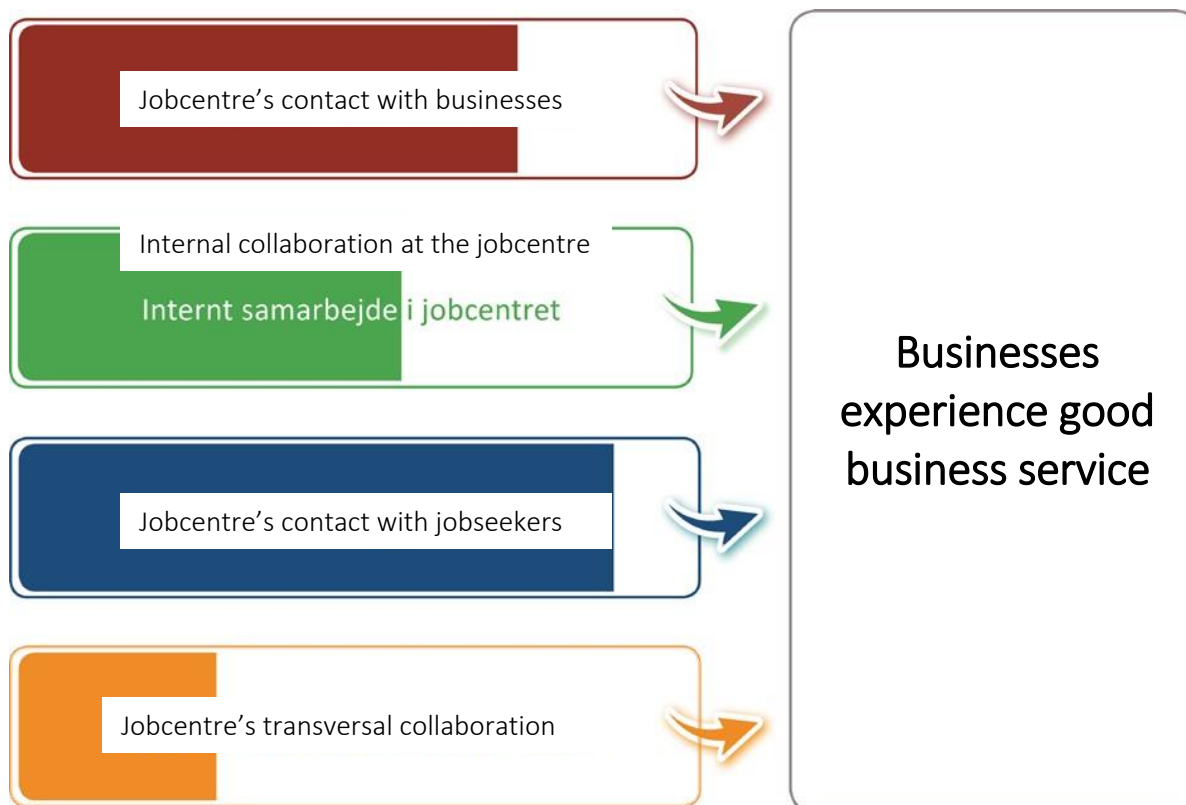
The four initiative areas are illustrated in the model below. The idea with the model is to reflect on where your jobcentre can do more to improve your business service. There are differences in how far the jobcentre is to providing a good, professional service. This is illustrated by the varied shading of the initiative areas in the figure. Figuratively speaking, it is when all of the areas are filled and there is good interplay between them

that the best business service is provided. A good business service cannot depend on a strong, professional business contact alone. All four initiative areas must be included if jobcentres are to succeed in providing a good business service.

## Structure of the methodology manual

The methodology manual starts with an introductory section with information on general strategic development. The next four sections describe the four initiative areas that the jobcentre must focus on in order to ensure a good business service:

1. **Contact with businesses**
2. **Internal organisation and service chain**
3. **Contact with jobseekers**
4. **Transversal collaboration**



## How to use the methodology manual at the jobcentre

This methodology manual may be used by the management team to evaluate the jobcentre's business service. Its structure thus includes models, methods and tools as well as observation points for managers. There are a number of observation points in each section that managers can use with colleagues in planning their business-service strategy.

You can go to [www.star.dk](http://www.star.dk) to download tools mentioned in the manual and read about methods and models developed by other jobcentres in the five areas of the manual: strategy, contact with businesses, contact with jobseekers, internal collaboration, and transversal collaboration.

You can find articles (in Danish) and tools at:

[www.star.dk](http://www.star.dk) → Initiatives and schemes  
→ Business service and recruitment →  
Inspiration for business service.

The methodology manual is accompanied by:

- **A summary of the manual's key messages:** You can use the summary in your dialogue with management colleagues in other teams and departments as a springboard for common initiatives and strategic development.
- **Dialogue cards:** As a manager, you can use the dialogue cards as a starting point for discussions on the more practical work on good business service with the employees who have to put the strategy into practice as part of their day-to-day work.

The methodology manual can be read in full or used as a reference book if you want to focus on a specific area where you need some inspiration getting started.



# Strategy: A good business service throughout the jobcentre

An overall strategy can identify initiative areas and development initiatives that can be used to enhance and qualify your business service. This section will give you inspiration for strategic work based on the work effort done by jobcentres as part of the 'Developing models and methods for good business service' initiative.



## Observation points

### **Do you have a shared focus on business service throughout the jobcentre's management?**

The strategy for business service supports two sides of the same coin: job creation for unemployed people and supporting the growth of local businesses. All jobcentre managers therefore have an interest in business service, and it is a good idea for you to set common goals for business service across departments.

### **Do you communicate the business service clearly and simply across all departments and teams at the jobcentre?**

It is important to create an understanding that the business service is a task for everyone at the jobcentre. Employees who are in contact with jobseekers have the equally important task of sharing information about businesses with jobseekers and information about jobseekers with the business contacts.

### **Do you have a holistic strategy for business service?**

The strategy covers the following four areas:

1. **Contact with businesses**
2. **Internal organisation and service chain**
3. **Contact with jobseekers**
4. **Transversal collaboration**

### **Do all four initiative areas include the three service areas – recruitment, upskilling and training, and retention?**

The jobcentre must be able to serve businesses in all three service areas. It is a good idea to draw up a matrix of the service areas and the initiative areas that can be used to check whether your strategy includes all of the elements.





## MODELS, METHODS AND TOOLS for strategic development

### Dialogue cards and summary:

Use the manual's dialogue cards and summary as a springboard for joint discussions on the jobcentre's development needs and opportunities.

**DIALOGUE CARD**

**GO**

to [www.star.dk](http://www.star.dk) to find summaries and dialogue cards.

### Development plans:

Find inspiration for producing development plans. Read development plans from the jobcentres that took part in the 'Developing good business service' initiative, and use them for inspiration.

**DEVELOPMENT PLANS**

**GO**

to [www.star.dk](http://www.star.dk) to find development plans.

### Model for strategic development:

The strategy and development plan could, for example, be developed and implemented using the following process (*see page 8 overleaf*)



①

## DEVELOPMENT WORKSHOP I

**Mapping** your business service and challenges in the four initiative areas: contact with businesses, internal collaboration, contact with jobseekers, and transversal collaboration.

*People involved: the whole management team and key employees from all teams/departments at the jobcentre.*



②

## DEVELOPMENT WORKSHOP II

**Ideas generation and decision making** on development initiatives and specific activities.

*People involved: the whole management team and perhaps key employees.*



③

Production of **STRATEGY AND ACTION PLAN**/manual for developing the business service at the jobcentre.



④

## IMPLEMENTATION WORKSHOP

Now you know what needs to be done. The implementation workshop looks at how to do it in **practice**: how are processes for organisational development and employee involvement implemented, and how are specific models, methods and tools developed?



⑤

## ANCHORING WORKSHOP

**Follow up.** At the anchoring workshop, the management team follows up on the implementation process across the organisation and plans future initiatives.



## Aarhus: The business strategy is the main strategy



There are three strategic focal areas that set the direction for the Aarhus jobcentre's collaboration with businesses: being closer to businesses; accessibility and service; and business-oriented, competent employees.

The starting point was to recruit several business consultants. The investment was underpinned by a belief that enhanced contact with businesses and enhanced matching between businesses and jobseekers would bring jobseekers into the labour market more quickly.

### No managers operating privately

The Aarhus jobcentre is a large organisation, and it is important that the business strategy covers the whole organisation, as Vibeke Jensen, Head of Department, explains:

*'At Aarhus Municipality, the business strategy is the main strategy, and this also means that ownership by directors of operations and departmental managers must be finely tuned'.*

### Focus on competences

There has been a comprehensive, and necessary, skills-development initiative for business consultants, as the Head of Department explains. If business consultants are to be employed, they must be professional. They must be trained and organised, and the managers must support this. Many presentations were held concerning business visits: whom should we choose to visit? How should we prepare? Are we presentable? Are we aware that there could be a subsidised job out there when a firm is seeking to recruit an academic, and is it possible to take that subsidised job back to one's colleagues in the subsidized job department?

*'It is thought-provoking how many times we have to repeat ourselves and develop skills in order for the strategy to make its impact and ensure ownership,'* Vibeke Jensen says, and she continues: *'There is both a large culture area and a skills area that we need to cultivate. We have not finished yet'.*

### SEE ALSO

VIBEKE JENSEN

GO

to [www.star.dk](http://www.star.dk) to find an interview with Vibeke Jensen, Head of Department, and read about the strategic business collaboration at the Aarhus jobcentre.

## Fredericia: The strategy map sets the pace for better business service



The Fredericia jobcentre has set in motion a strategic process, headed by its management, to develop the business service throughout the organisation. A working group of managers and key employees from across the jobcentre and headed by the Head of Labour Market met at a number of workshops. They analysed the business service currently in place in Fredericia and identified where development initiatives were needed. The goal was for the business service to be implemented in all departments at the jobcentre and for everyone to take ownership of creating growth and jobs within the municipality.

The jobcentre needed a tool to show the connection between the strategic outreach contact with businesses and providing for jobseekers who need help from the jobcentre. Fredericia developed a strategy map to make the strategic process at the organisation clear and specific.

*‘The strategy map created a holistic overview. The strategy for business service and the link to the municipal duty of providing welfare for local citizens became clear and can be communicated within the organisation’.*

- Dennis Mølgaard Hansen, Head of Labour Market and Citizens.

### SEE ALSO

[STRATEGY MAP](#)

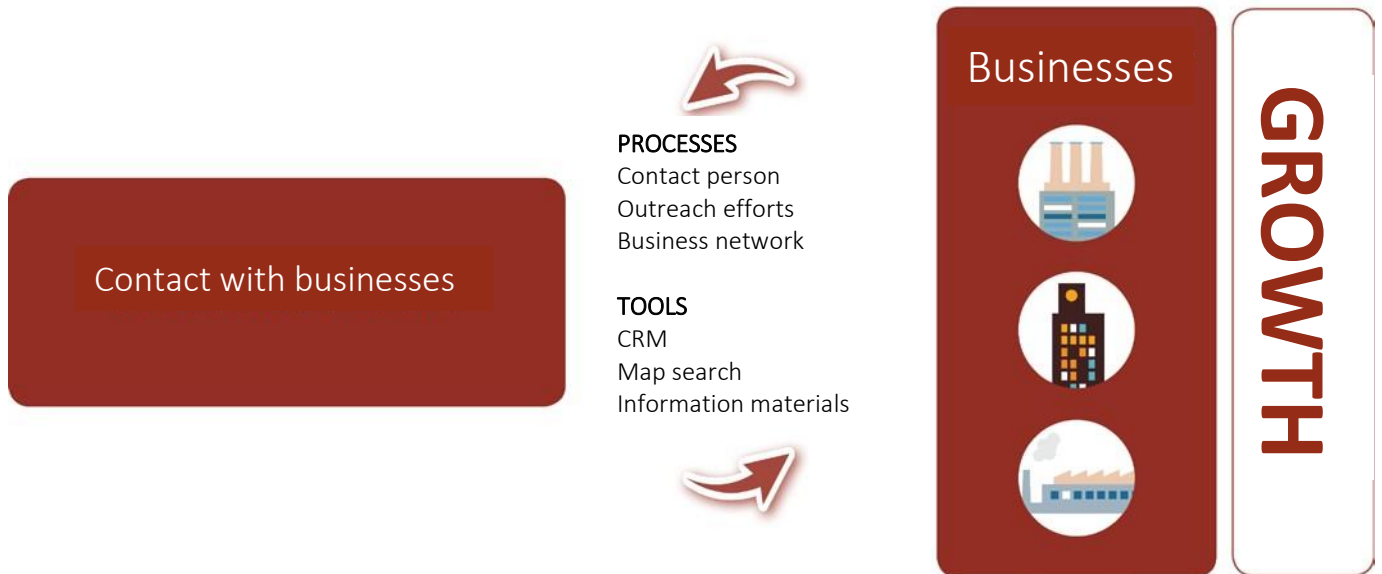
GO

to [www.star.dk](http://www.star.dk) to find the Fredericia jobcentre’s strategy map.



# Contact with businesses

The jobcentre needs to have broad outreach-based contact with businesses that covers both the businesses' needs based on strategic level-needs and the business's day-to-day operations. This section will give you inspiration for your work on contact with businesses, based on the work done by jobcentres as part of the 'Developing models and methods for good business service' initiative.



The model above focuses on the jobcentre's contact with business and provides inspiration for the **processes** that can enhance the business service and the specific **tools** that can be useful for business consultants who have daily contact with businesses and provide a professional business service as part of their day-to-day work.



## OBSERVATION POINTS

### Are you close to businesses?

The jobcentre must constantly monitor and know what is happening in the local labour market and what the needs and demands are in the businesses.

### Do you have one common business service across the jobcentre?

It is important that businesses experience one common, coordinated business service in their contact with the jobcentre, and not 'each team has its own service'. It must be clear and transparent to the business what services the jobcentre can provide.

Do you and your colleagues' employees have the necessary competences?

Employees who are in contact with businesses must act professionally in relation to the business. Outreach employees must know the jobcentre's service range and balance it with the business's expectations. Employees who are in contact with the business concerning citizens in subsidized jobs must have a broad view of 'additional service' and whether the business has any other wishes or needs that the jobcentre can help with. The employee must be ready to take tasks back to colleagues at the jobcentre who can solve them.

## Do you, as a jobcentre, help businesses to acquire the labour they demand?

The jobcentre cannot always supply the exact labour that businesses want. The jobcentre must therefore be on the lookout for other ways of supporting businesses' labour demands:

- **Upskilling and training:** Some jobseekers need to be upskilled or trained in order to match the business's skills requirements. It is thus important to know exactly what the business wants and work closely to provide the upskilling or training needed.
- **Broad searches:** Make broad searches from the CV-databases and advise jobseekers of relevant available positions so that they themselves apply for relevant jobs.
- **Substitution and induction:** The jobcentre must focus on identifying whether a business has a labour shortage and discussing substitution with the business. Businesses' options are increased when they employ jobseekers who only match part of a job profile, or if jobseekers can get a subsidized job.
- **Retention:** In order to ensure that the business does not lose skilled labour, it is important for people on sick leave to have early effort that involves the employer and supports their staying in work. Some jobcentres have good experience with conducting the retention initiative at the company.
- **Advertising of job vacancies:** Invite businesses to advertise job vacancies on Jobnet and other digital platforms or help them to produce a digital advertisement or job order.

## Do you adapt your business service to the business in question?

The jobcentre must be geared to professional collaboration based on the needs and wishes of the individual business.



### The digital jobcentre for employers

The digital tools VITAS and Jobnet for Employers give businesses digital access to the employment systems for assisted and ordinary employment.

**Jobnet for Employers:** The Jobnet for Employers (JobAg) is being relaunched in 2017 and gives businesses new, improved digital access to the jobcentre in connection with ordinary employment.

The new platform reintroduces the existing functionality in an optimised form, with a focus on being user-friendly, particularly with an improved CV search that enables free-text searches throughout the whole CV and ranks the results according to the best matches. The platform will now include an option for businesses to give jobcentres digital job orders.

**VITAS:** VITAS gives employers digital access to the jobcentre in connection with assisted employment. VITAS is a digital platform that covers all of Denmark and helps jobcentres to process and businesses to generate requests to set up wage subsidies and work-experience placements, including 'usefulness initiatives' (unskilled work placements for the benefit of society) and subsidies for adult apprenticeships and immigrant-integration agreements (IGUs).

#### SEE ALSO

VITAS

GO

to [www.dfdg.dk](http://www.dfdg.dk) for more information on the implementation of VITAS and JobAG.



## MODELS, METHODS AND TOOLS for contact with businesses

### Contact strategy

Produce a contact strategy for how, when, how much and which businesses will be contacted by the jobcentre, including:

- A plan or annual cycle showing your objectives and help you to prioritise outreach contact for all employees in the jobcentre.
- A plan for preparing to contact businesses.
- A template with set questions focusing on the needs of the business.
- A model for a work procedure to ensure that information about the businesses' needs is brought back to the jobcentre.
- Reactive and proactive contact with businesses, ensuring that it is easy for the businesses to contact you and that you contact businesses frequently as part of a balanced collaborative partnership.

### CRM system

Use a CRM system to register contact with businesses. You may consider the following implementation steps to ensure that a CRM system is implemented well:

- Appointing a coordinator for the implementation process, with a focus on internal implementation, use of the system, and contact with the supplier during the roll out stage.
- Super users in all teams.
- Joint training.
- Managerial follow up and clear communication regarding data discipline.
- Highlighting good practices and results.

STRENGTHEN SERVICE CHAIN

GO

to [www.star.dk](http://www.star.dk) to read more about CRM systems.

*Continues overleaf. →*

(MODELS, METHODS AND TOOLS for contact with businesses continued)

### **Fact sheets or service catalogues**

Use set templates for fact sheets or service catalogues for businesses, which describe the jobcentre's business service clearly and simply.

FACT SHEETS ON BUSINESS SERVICE

GO

to [www.star.dk](http://www.star.dk) to find fact sheets.

### **Contact person scheme and service agreements**

Consider using a contact person scheme (key account model) and/or service agreements.

→ See the inspirational case study on partnership agreements in Slagelse on page 17.

### **Additional services**

Prepare all employees to be able to offer additional services by giving everyone basic knowledge of the jobcentre's whole range of services. For example, use weekly 'speed sparring' discussions between teams, quarterly meetings, themed days or permanent working groups to support widespread dissemination of knowledge among employees in all teams. A CRM system can also be used to support the transfer of knowledge about businesses' needs to all teams.

→ See the inspirational case study on additional service in Favrskov on page 15.

### **For more information:**

THE RETENTION INITIATIVE HAS BEEN  
OUTSOURCED TO BUSINESSES

GO

to [www.star.dk](http://www.star.dk) to read more about retention initiatives in businesses.



## Favrskov: Everyone must be able to offer additional services



The Favrskov jobcentre is working to improve the business service based on their concept of additional services. The additional service is at businesses with which the jobcentre is already collaborating, for example on recruitment or jobseeker upskilling. The additional service starts with the business's needs: what can the business in question use the jobcentre for? Is there anything other than the current collaboration that the jobcentre can help with? The aim is for all consultants who are in contact with businesses to be able to offer additional services to the businesses with which they are in contact.

*'The additional service is quite simply that we would like to do something more than we are already doing for the businesses with which we are collaborating'.*

- Rikke Møller Sørensen, Business Coordinator.

The additional service requires the business consultants to know all of the work areas at the jobcentre. The focus has therefore been placed on knowledge sharing, sparring and coordination across teams: there is weekly 'speed sparring', where consultants and teams meet briefly and bring each other up to date with what is happening. There are quarterly meetings and themed days where topical subjects and questions are discussed. Working groups are established across teams to perform special tasks (such as recruitment to mentoring networks). Last but not least, Favrskov has a new CRM system to support professional, effective contact with business – and additional services. All consultants must search in the CRM-database before they contact a business, so that they have an overview of ongoing activities and service agreements and are prepared for wide-ranging dialogue with the business in question.

The additional services are supported by a new contact-person scheme, where every job consultant has special responsibility for serving selected businesses. The contact-person scheme is offered both to businesses with which the jobcentre is already collaborating and to new collaboration-partner businesses.



## Frederikshavn: New tools – one shared business service



The managers at the Frederikshavn jobcentre have made a strategic decision to focus on collaboration with businesses that have not previously been in contact with the jobcentre. They have produced a contact script that the business consultants use as a framework for the introductory conversation with new businesses. They have also produced an information folder about the jobcentre’s service package.

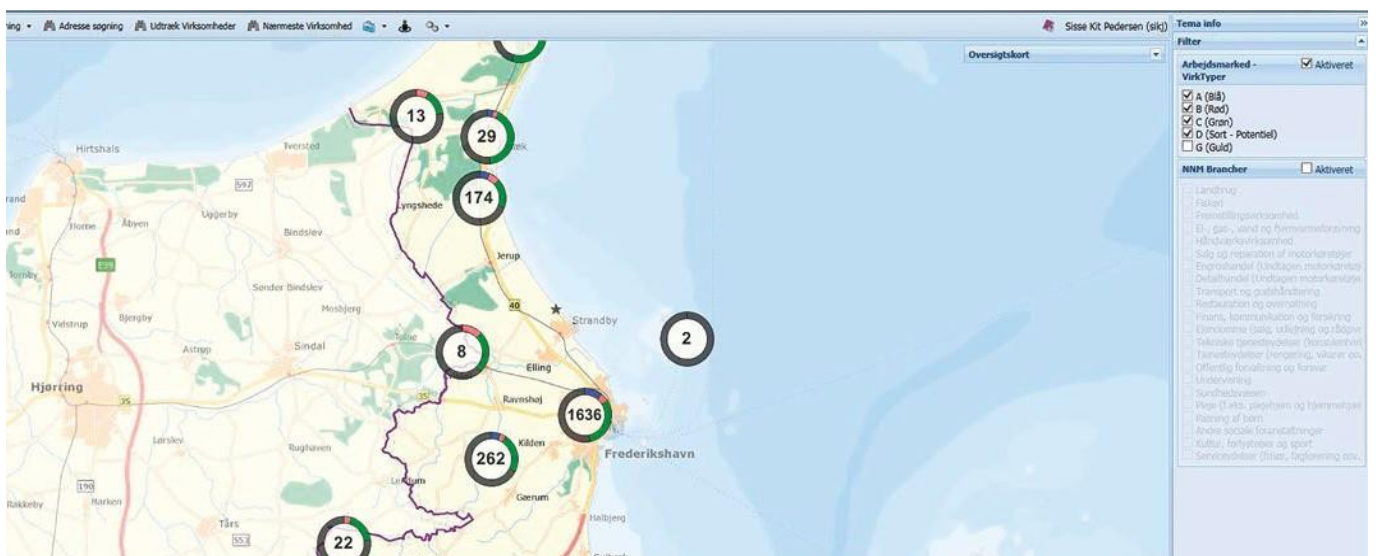
To support the outreach contact with businesses, the jobcentre, in collaboration with the Centre for Technology and Environment, has developed a visual display of local businesses in the municipality via a new online platform called Kortinfo (‘Mapinfo’).

Kortinfo makes it possible for consultants to search for businesses in specific sectors, in a specific geographical area and/or for businesses that are collaborating with the jobcentre on work placements, for example, or for businesses where there has not previously been any collaboration.

Kortinfo has been presented to the jobcentre employees and used as the starting point for a dialogue about how many and which businesses the jobcentre is collaborating with, and where there is potential for new collaborations. With time, the aim will be to connect this tool to VITAS and the jobcentre’s CRM.

*‘The employees are enthusiastic. The task of reaching out to businesses is clearer, and they can visit several of them. It is also an eye-opener in relation to how many businesses we are not in contact with.’*

- Sisse Kit Jensen, Professional Coordinator.



In Kortinfo, employees can search for businesses based on the amount of contact that the jobcentre has with them, and based on specific sectors. A, B, C and D show different degrees of contact with the business. C businesses (marked in black) are businesses with which the jobcentre is not currently in contact. The circles in the image show the number and distribution of A, B, C and D businesses in the search area.



## Slagelse: Partnership agreements and permanent contact persons ensure service based on the businesses' needs



Among other things, the business service at the Slagelse jobcentre serves approximately 360 businesses that have a partnership agreement. The tasks are performed by eight business consultants who essentially have no contact with jobseekers but work in close collaboration with job- and labour-market consultants from the other teams at the jobcentre. The business service ensures that the businesses' needs are the crux of the collaborative partnership. The business service also has a partnership secretariat, which supports the business consultants and the administrative and negotiating tasks, etc.

### Permanent contact persons

Businesses with a partnership agreement have a permanent contact person at the jobcentre. Similarly, the jobcentre also has a permanent contact person at the business. The importance of having regular contact persons is that the business has one entry point to the jobcentre as well as coordinated access to the collaborative partnership.

### The partnership agreement

The collaborative partnerships started at a business conference in 2007, when businesses and the jobcentre shared their inspiration and desire for a closer, mutually binding collaborative relationship. The partnership agreement was structured around seven points on which the business may choose to enter into agreements:

- Participation in the partnership network
- Promoting health and retaining employees on sick leave
- Recruiting new employees
- Upskilling and assessing jobseekers
- Upskilling the business's employees
- Attendance and recruitment at trade fairs and events
- Other – a special effort.

Among other things, partnership businesses receive an annual follow-up visit where the partnership is evaluated. Digital questionnaires and satisfaction surveys are also administered.

The partnership concept has its own website, where businesses can familiarise themselves with it. The concept also has its own administrative platform on a try-out basis, the Partnership Administration System (PAS), where the businesses can log in to follow the agreements and see the permanent positions (work experience and employment with a wage subsidy) the business is making available. They can also print a report on who they have had on work experience or employed with a wage subsidy, the aim of the placements, and the results.

The business can thus document its social responsibility, for example by offering positions publicly. At the same time, other colleagues at the jobcentre can also log in and see what agreements have been concluded with the business in question.

# Internal collaboration

The jobcentre’s internal collaboration chain is crucial for making good matches between jobseekers and businesses. Employees with customer-facing roles must also have the businesses in mind and vice versa. This section will give you inspiration for your work on internal collaboration at the jobcentre, based on the work done by jobcentres as part of the ‘Developing models and methods for good business service’ initiative.



The model above focuses on the jobcentre’s internal collaboration and provides inspiration regarding the **processes** that can reinforce the internal collaboration chain and the specific **tools** that could be used to evaluate internal collaboration on good business service.



## OBSERVATION POINTS

### **Do you have a shared focus on job creation and business service throughout the jobcentre?**

The jobcentre has two areas of focus: businesses and jobseekers. It is crucial for providing a good service in these two areas that each area does not live its own life. Sharing knowledge between these two areas is important for creating a joined-up business service. Knowledge can be shared through various dialogue fora in the jobcenter where both employees who are in contact with jobseekers and employees who are in contact with businesses can meet.

### **Do you have a shared focus on making good matches between jobseekers and businesses?**

Employees who are in contact with jobseekers must know what makes a good CV and what businesses are looking for, so that they can provide jobseekers with guidance on how to make their competences visible in the Jobnet CV. The skills and experience of jobseekers must be visible to the employees who are in contact with businesses, so that they can easily perform searches based on demand from businesses.

### **Do you pay attention to implementing shared processes for your employees?**

In the development of a holistic approach, the implementation of shared processes across functions and departments is crucial for the development of a strong, transversal collaboration culture in relation to the business service.

### **Do you have shared models, methods and tools that support internal collaboration?**

The development of shared models, methods and tools is of great importance in day-to-day work on the business service. For example, it involves using a CRM system that creates a shared awareness and information base for contact with businesses.

### **Do you work on shared goals across departments and teams?**

Many departments work on individual goals for a specific area. It is therefore a good idea to work on shared goals for the business service across departments. Managers and employees thus focus on ensuring that the shared goals for the whole jobcentre are achieved.





## MODELS, METHODS AND TOOLS for strengthened internal collaboration

### Shared goals

Set shared goals for the business service across the organisation, which give shared responsibility for good matchings and which all staff can relate to.

### Themed days

Hold common themed days on the business service across teams for employees in contact with both businesses and jobseekers.

### Blackboard meetings and 'speed dating'

Have short update meetings between business consultants and job consultants.

### Visibility of business demand

Make all job orders electronic, or use a bulletin board with current job orders and job adverts.

### Workflow descriptions for good matches

Prepare workflow descriptions that assign clear responsibility and distribute roles relating to: Who clarifies the detailed content of the position with the

- business?
- Who searches for jobseekers when there is a job order?
- Who contacts jobseekers and sends the CVs to the business?
- Who follows up on whether the business is employing the workforce in question?

### Workflow descriptions for job centred upskilling and training

Prepare workflow descriptions that assign clear responsibility and distribute roles

- relating to: Who clarifies the businesses' needs and balances their expectations for upskilling placements?
- Who searches for jobseekers for upskilling placements?
- Who guides and keeps jobseekers in the placements?

### Workflow descriptions for a business centred retention initiative

Prepare workflow descriptions that assign clear responsibility and distribute roles

- relating to: Who is in contact with the jobseeker?
- Who is in contact with the employer regarding opportunities for help with retention?
- How is it ensured that the employer is involved in the placement at an early stage? This could potentially be at the first meeting at the workplace.

### For more information:

STRONG SERVICE CHAIN

GO

to [www.star.dk](http://www.star.dk) to read more about how internal collaboration can be strengthened

## Holstebro: Effective collaboration in everyday life



In Holstebro, one of the tools for ensuring effective internal collaboration is an easily accessible overview of internal contact persons for initiative areas. The organisation of the Holstebro jobcentre includes a business-service team of four business consultants who exclusively perform business-centred duties and serve local businesses, and eight teams that are responsible for initiatives for various unemployed target groups (insured jobseekers, recipients of cash benefits who are ready for work, recipients of cash benefits who are ready for activity, etc.).

Both business consultants and job consultants from the jobseeker groups are in contact with businesses, so the organisational structure does not prevent job consultants for jobseeker groups from creating jobs and approaching businesses when they find a placement for a jobseeker.


The business consultants are organised according to sectors, so every business consultant has specific sectors as their area of responsibility. The same organisational structure runs through all of the jobcentre's teams, where there are designated contact persons with responsibility for specific sectors.

When the jobcentre receives a task from a business, such as a job order or a work-experience request, the task is passed to the relevant contact person in the jobcentre's team who is responsible for delegating the task and ensuring that it is completed by the team. The job consultant who is given the task is responsible for contacting the business within two working days in order to reach an agreement. This creates a clear, strong collaboration chain.

A sector matrix is a clear, simple tool that ensures everyone can quickly find the right internal contact person when a task needs to be completed (please see the matrix on page 22 →).

The business consultants from the business service and job consultants from the jobcentre's jobseeker teams hold weekly sector-group meetings. Those attending must ensure that everyone receives information from the individual departments and that their own departments receive information from the sector-group meetings. It is important that the job consultants also ensure that consultants at the jobcentre are given the same information. The meetings promote dialogue, collaboration and initiatives across all departments – and generate results. This is also supported by the fact that consultants from the business service frequently visit the team meetings for the various jobseeker teams. They talk about what is happening at the businesses and what opportunities they see for jobseekers in the local labour market.

## EXAMPLE SECTOR MATRIX

Sector groups Jobseeker types	Academic work	Construction and installation	Hotels, restaurants, kitchens and canteens	Industrial production
Insured	Andrew	Ben	Sarah	Henrietta
Adult cash benefits, ready for work	 Thomas			
Adult cash benefits, ready for activity				
Resource placement				

## Varde: Better knowledge sharing



The business service at the Varde jobcentre has been based on a new organisational structure at the jobcentre. A new business-service team has been given responsibility for outreach-based business contact based on the needs of businesses, and this is something new for the Varde jobcentre.

The new business-service team does not only reach out to businesses but it also coordinates the internal processes that ensure cohesion in the wider business service. The team also has primary responsibility for transversal business-centred collaboration, and for coordinating the marketing aspects of the Varde jobcentre.

The team thus has four main areas:

- Outreach-based, business-centred work
- Transversal collaboration
- Internal processes for anchoring the broader, business-centred initiatives
- Marketing of the Varde jobcentre.

Employees who are responsible for unemployed groups of jobseekers are responsible for contact with the businesses too.

There is a strong focus on ensuring that the outreach work done by the business-service team is integrated into the jobcentre's other work and is included in efforts to enhance thinking from the business-service perspective. The knowledge and tasks that the outreach team bring back from visits to businesses must be shared and used throughout the organisation.

A number of initiatives have been used to ensure knowledge sharing and internal collaboration on job creation and business service:

- **Management meetings:** The business service is discussed at all management meetings at the jobcentre, and it is a permanent agenda item.

**Business service at team meetings:** The outreach business consultants are invited to team meetings in all departments at the jobcentre, where they inform their colleagues who are primarily in contact with jobseekers of the local labour market, including which businesses are currently recruiting. The aim is for all employees to be prepared for advising jobseekers about current opportunities in the labour market. It is important to know, for example, when the tourist industry needs employees and which shops are taking on staff for Christmas trade, and when. There is also a focus on the fact that the jobcentre must serve businesses and not merely ensure that jobseekers find work.

- **'Open house' coffee meetings:** In addition to attending team meetings at the jobcentre, an outreach business consultant from the business-service team also holds 'open house' coffee meetings where all employees at the jobcentre can come for some sparring and discuss the use of the jobcentre's CRM system. The team- and coffee meetings are a great success, and are continuing. In the future, discussion of the jobcentre's business service will be rooted in the business-service team.

# Contact with jobseekers

Jobseekers need information about the local labour market. This is true both when their competences match the needs of businesses and they can apply for a job, and when they need upskilling or training for areas in which there are good job opportunities. Contact with jobseekers must be job-centred and empowerment-oriented, so that jobseekers' skills and experience are highlighted in good CVs and jobseekers are prepared to find relevant businesses themselves where their skills and experience can be used. In this section, you will find inspiration for your work on contact with jobseekers, based on the work done by jobcentres as part of the 'Development of models and methods for good business service' initiative.



The model above has the focus on the jobcentre's contact with jobseekers and provides inspiration for the **processes** that can enhance and evaluate contact with jobseekers as well as the specific **tools** that could be useful for employees who need to have job-centred contact with jobseekers as part of their day-to-day work, and thus contribute to good business service.

## ! OBSERVATION POINTS

**Do all jobseekers receive specific, useful information about the labour market and how they can find a job?**

The springboard for contact with jobseekers during the job-centred conversations must be awareness of the job vacancies, expectations and requirements of applicants as well as awareness of businesses that have a labour shortage. This awareness must be used to guide jobseekers on how to ensure they will be considered.

**Are jobseekers given good enough advice during the job-centred conversations with regard to how they can upskill if they are lacking skills?**

If their skills do not match the wishes and needs of the businesses, jobseekers must have information about job-centred upskilling or training opportunities, both at the businesses and through the further-education system.



It is important for the caseworkers to know what upskilling and training opportunities are available to the various target groups, so that they can bring them into play to each individual jobseeker.

### **Do jobseekers receive help with using the digital jobcentre?**

Information about the labour market and job applications must be easily accessible at the digital meeting. The jobseeker must be guided on help with self-help, including self-booking, guidance on how to apply for jobs, work-experience placements, etc.

### **Are jobseekers' competences made visible enough?**

The Jobnet CV is a key search and matching tool. Jobseekers must therefore be guided and informed of the importance of having a complete, up-to-date Jobnet CV by the time of the first meeting.

### **Is there a link between job desirables and skills?**

You and your management colleagues should be aware that there is a link between information in the CV and job desirables. That link is the jobseeker's competences and what jobseekers say they want ('I'm looking for a job in'). Jobseekers must be able to do the specified job and must apply for all jobs for which they have the skills.

### **Is there a common practice relating to CVs?**

It is important to have a good, common CV practice across departments and good collaboration with the unemployment insurance funds to ensure the quality of CVs. The Jobnet CV is currently used for several jobseeker target groups. It may require upskilling for employees who have not previously guided jobseekers on the use of the CV.





## MODELS, METHODS AND TOOLS for business-centred contact with jobseekers

### Manual during job centred conversations

Use the STAR manual as a source of inspiration for business centred contact with jobseekers during job-centred conversations.

### Job Log

Use the Job Log on Jobnet to support dialogue with jobseekers on job applications.

### Job lists

Draw up job lists that show jobseekers open vacancies, and make them visible; this is a simple tool that can be used for inspiration during dialogue with jobseekers, and for motivation.

### Labour market balance

Use the labour market balance website [arbejdsmarkedsbalancen.dk](http://arbejdsmarkedsbalancen.dk) to gain an overview of job opportunities and which job titles currently offer good and bad job opportunities.

### ABC job strategy

Use the ABC job strategy as a tool to help you clarify jobseekers' career paths and motivate them to consider new sectors and job functions.

ABC JOB STRATEGY

GO

to [www.star.dk](http://www.star.dk) to find the ABC job strategy tool and manual for job centred conversations

### Job clubs for jobseekers

Offer job clubs and workshops on job applications for different jobseeker target groups, as well as target groups that are not ready for work but can work a few hours a week on small jobs.

### Themed days for employees who are in contact with jobseekers

Run workshops on good CVs for employees who are in contact with jobseekers, in order to ensure that the jobcentre has good, standardised CV practices.

RECOMMENDATIONS FOR A GOOD CV

GO

to [www.star.dk](http://www.star.dk) to read recommendations on CVs.

**CV templates:** Please see page 27 for the use of CV templates as a tool →

### For more information:

TOOLS FOR THE  
EMPLOYMENT REFORM

GO

to [www.star.dk](http://www.star.dk) to read more about upskilling and training opportunities for recipients of cash benefits and the manual for job centred conversations.

CVS FOR JOB CONSULTANTS

GO

to [www.dfdg.dk](http://www.dfdg.dk) to read more about the new, improved CV search for job consultants.

# Rudersdal: Simple CV templates supplement the Jobnet CV



The Rudersdal jobcentre has produced a number of different, user-friendly CV templates to help jobseekers who have difficulties writing their CVs, such as jobseekers who are not used to or good at using a PC. It is an easy way of helping jobseekers to produce a good CV for job applications.

*'We have jobseekers who have not written a proper CV for job applications for many years – and all of a sudden they can. It is hugely motivating for jobseekers, and they can use the CV for their own contact with businesses when they apply for jobs.'*

- Bjørn Ensing, business consultant.

The CV templates are put on the wall for inspiration, and are visible to jobseekers that come to the job café. There are copies beside each CV template, which jobseekers can take away. The templates are also available electronically so that jobseekers can fill them in immediately, print their CVs and take them away when visiting businesses and discussing job opportunities or work-experience placements.

The CV templates are supplemented by simple guides for jobseekers on how to find relevant businesses via Jobnet and other job portals, and how to contact businesses and engage in dialogue regarding job opportunities. In this way, jobseekers are empowered with 'help with self-help'.

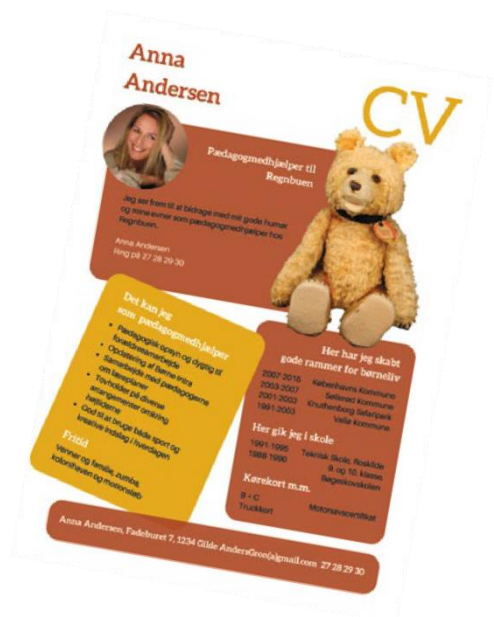
A key aspect of contact with jobseekers is helping them to quickly get started with specific business contact and more extensive active job-hunting. Rudersdal Recruitment works as a permanent fixture in the first conversation with the jobseeker in drafting/updating the Jobnet CV, using job logs, etc.

SEE ALSO

[RUDERSDAL CV TEMPLATES](#)

GO

to [www.star.dk](http://www.star.dk) to see Rudersdal jobcentre's CV templates.



## Frederikshavn: Guide to a good CV



Not all of the employees at Frederikshavn who have jobseeker-centred duties have experience and knowledge of what a good Jobnet CV is. In particular, employees who work with target groups and who are new to working with the Jobnet CV may need more information about the Jobnet CV and how it is used for searches and matching, so that they can provide better guidance to jobseekers.

Good CVs are the key to being able to match jobseekers' skills and experience to the specific needs of businesses.

Frederikshavn has therefore produced this guide to a good CV, which is available in the jobcentre's professional system. The guide has been sent to all employees in order to support good, standardised CV practices across teams and target groups:

### A good CV for searches

When the jobcentre and employers search for candidates, they most often use a combination of:

- Job title/profession
- Professional experience (number of years in that profession)

- Education and training
- Qualifications (professional, personal and certificates).

It is important that the jobseeker uses all of the fields properly, including 'jobs that the jobseeker is looking for with experience' and 'jobs that the jobseeker is looking for without experience'. It is also important that the jobseeker completes the 'Language', 'Driving licence', 'Employment conditions' and 'Place of residence' fields, since both the jobcentre and employers often search for candidates in these categories.

All factual information must be completed correctly, and the information must be complete and up-to-date. It is important that there are no 'gaps' in the jobseeker's CV, and that competences and experience acquired through business-based work-experience placements and wage subsidies appear in the CV.

The professional profile must include a description of the person in question as a worker. If any leisure pursuits are described, they must come last. It is important that the description is updated.

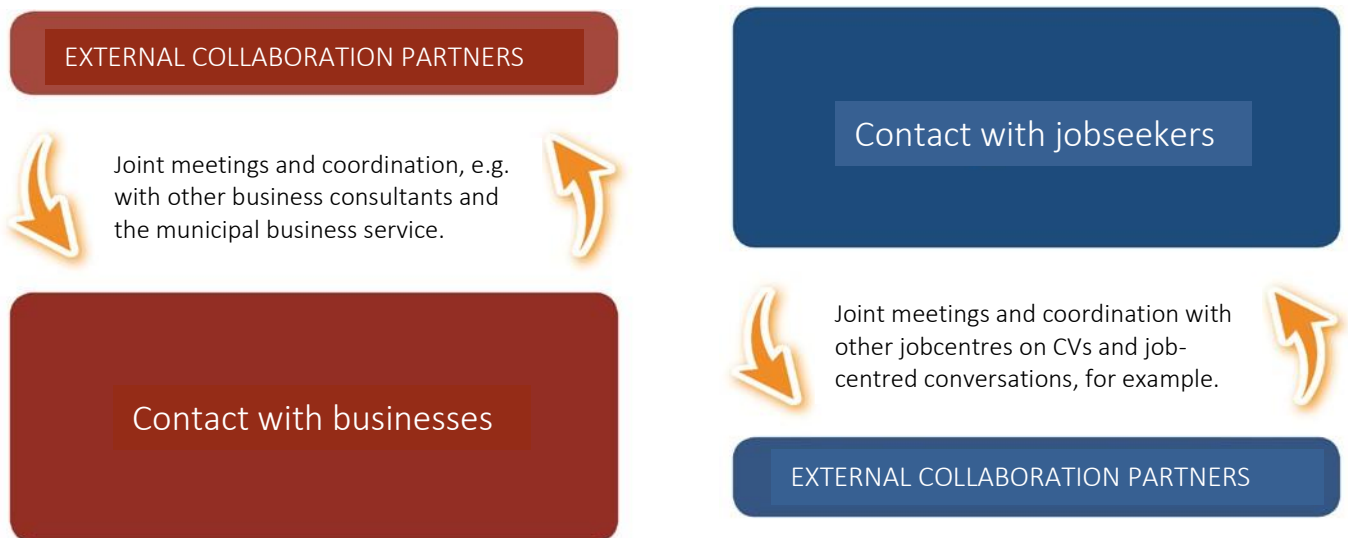
The Frederikshavn jobcentre invites jobseekers to make their contact details visible. This sends the clearest signal that employers can contact the jobseeker.

### *The path to a good CV*

1. Read the CV before the conversation with the jobseeker, and during that meeting tell the jobseeker how the jobcentre and businesses use the CV for searches.
2. Go through the CV with the jobseeker to check it.
3. Be aware that the Jobnet CV is a generic CV that is used for searches. When the jobseeker wants to apply for a specific job, the CV must often be tailored to the job in question.

# Interdisciplinary collaboration

In order to provide a good service, the jobcentre should have good transversal collaboration with other jobcentres, training providers, unemployment insurance funds, businesses, and professional and sector-based networks. In this section, you will be given inspiration for your work on transversal collaboration, based on the work done by jobcentres as part of the 'Developing models and methods for good business service' initiative.



The model above has the focus on the jobcentre's transversal collaboration, and provides inspiration for the **processes** that can enhance transversal collaboration as well as the specific **tools** that can be useful for managers and employees who need to develop and maintain transversal collaboration that contributes to good business service as part of their day-to-day work.



*'Businesses must have the workforce they want as far as possible. It does not have to be the jobcentre that supplies that workforce – it could just as well be a collaboration partner.'*

- Mette Krog Dalsgaard, director of the Frederikshavn jobcentre.



## OBSERVATION POINTS

### **As a jobcentre, do you have sufficiently good and broad transversal collaboration?**

The jobcentre cannot provide a good business service alone. Broad, transversal collaboration is needed, to include the following:

- Collaboration with other jobcentres on recruitment, shared upskilling and training courses, and inter-municipal retention initiatives.
- Collaboration with unemployment funds on recruitment (including CV quality), upskilling and training, and ensuring that there are jobseekers available.
- Collaboration with training providers, both FE institutes and local trainers. FE institutes have business consultants who are specialized in contact with businesses with regard to upskilling and training targeted at the needs of businesses. It is a good idea to work on sharing knowledge and coordinated efforts in this area.
- Collaboration with businesses and with sector-based and professional networks. Through contact with businesses, and particularly their sector-based networks, business consultants can gain important information about the current labour market and the needs of businesses. As a business consultant, attending sector-based network meetings can be a good source of information for businesses regarding the services that the jobcentre can offer.
- Collaboration with other municipal areas, such as the local business service and the Centre for Technology and Environment. Businesses contact many municipal areas, and when they feel there is a coordinated effort the whole municipality looks like a professional collaboration partner.

### **Is the jobcentre's transversal collaboration anchored at different levels?**

The various forms of the jobcentre's transversal collaboration should both be developed and maintained at the strategic level by means of transversal collaboration fora and at the implementation level by means of networks among the employees who have to collaborate in practice. In short, there must be many stepping stones in transversal collaboration.

### **Does your collaboration with other jobcentres, unemployment insurance funds and training providers give businesses the feeling of a coordinated service?**

Your collaboration and initiatives should be coordinated to make the business feel it is simple and effective to collaborate with the jobcentre and the jobcentre's collaboration partners.

### **Does your transversal collaboration ensure that jobseekers are upskilled in a job-centred way?**

The jobcentre should develop targeted upskilling courses in collaboration with businesses and training providers, so employees at the jobcentre must know collaboration partners in the adult and further-education system.

### **Do you work well with businesses on retention at an early stage?**

Involve the employer of someone on sick leave as early as possible – preferably right from the first conversation. Outsource the retention initiative to businesses as far as possible.



## MODELS, METHODS AND TOOLS for transversal collaboration

### Sector based models

Enter into collaboration on the upskilling and recruitment of jobseekers, involving a subsequent job guarantee, with businesses and educational institutions, based on growth sectors where there are good job opportunities.

→ Please see the inspirational case study on sector based models in Fredericia on page 33.

### Tailored training courses across municipalities

Run courses targeted at sectors where there is a shortage of qualified labour and current demand from businesses. For example, this could be upskilling with short courses for unspecialised jobseekers. It is a good idea to organise the courses with participation by jobseekers from several municipalities, in order to ensure that businesses have the best candidates for an upskilling course.

→ Please see the inspirational case study on this from the Copenhagen Recruitment Service on page 34.

### Recruitment collaboration with a common range of services

Organise permanent recruitment communities across municipalities so they can help ensure that businesses are offered the best candidates in a larger geographical area. Use Jobservice Denmark and see the STAR guidance on inter municipal collaboration for inspiration.

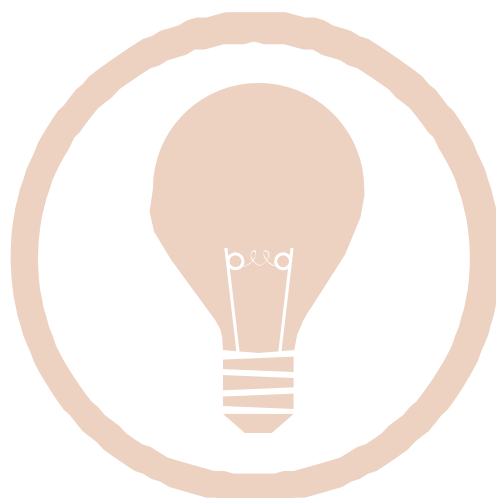
→ Read more about Jobservice Denmark in the information box on page 32.

### For more information:

GUIDANCE ON INTER  
MUNICIPAL COLLABORATION

GO

to [www.star.dk](http://www.star.dk) to read more about inter  
municipal collaboration.





## JOBSERVICE DENMARK

Jobservice Denmark gives businesses an entry point to the employment system and is run by the three regional labour-market offices under the Danish Agency for Labour Market and Recruitment. As a jobcentre, you can use Jobservice Denmark to supplement your business initiatives when businesses need more extensive recruitment tasks or when large businesses need a coordinated service across several municipalities. In particular, you can offer businesses a job-service agreement or integration agreement in collaboration with Jobservice Denmark, as part of the jobcentre's range of business services.

Jobservice Denmark builds bridges between businesses and all of the jobcentres in Denmark, and businesses can receive help with recruiting jobseekers here and now, opportunities for entering into job-service or integration agreements, and collaboration on the *Together on integration* business partnership, as well as immigrant-integration training (IGU). Jobservice Denmark also works with Workindemark, unemployment insurance funds and educational institutions to ensure that businesses have access to a qualified workforce.

# JOBSERVICE DENMARK

### SEE ALSO

[JOBSERVICE DENMARK](#)

GO

to [www.star.dk](http://www.star.dk) to read more about Jobservice Denmark. Go to [sammenomintegration.dk](http://sammenomintegration.dk) for more information about the 'Together on integration' business partnership.





## INSPIRATIONAL CASE STUDY

### Aarhus jobcentre and Centre for Technology and Environment on joint business visits



A Business Jobcentre has been established at the Aarhus jobcentre; this is a team within the business-service department that has no contact with jobseekers and works from the perspective of businesses.

The employees at the Business Jobcentre undertake business visits together with employees from the Aarhus Municipality business service and employees from the Centre for Technology and Environment, with a focus on discovering barriers to growth and specific areas of potential at those businesses. Any local councillors who want to participate in the visits may do so, because the employees' meeting calendars are sent to them so they can book themselves onto specific visits.

The Business Jobcentre supplements other business-centred activities designed to promote business and growth in the municipality, including through the gathering and sharing of information about the labour market and through specific targets for contact with businesses and matching businesses and jobseekers.

## INSPIRATIONAL CASE STUDY

### The sector-based model at the Fredericia jobcentre



In 2016, the jobcentre worked systematically on the development of a collaboration model relating to the skills development of jobseekers for the service sector. This development was based on experience from a similar initiative for the storage and logistics sector.

In collaboration with over 10 businesses and a local educational institution, the jobcentre has launched a new initiative in the cleaning sector, where 10-15 jobseekers were upskilled to work in the service sector. There is a job guarantee for jobseekers that complete the course, and the jobcentre feels that jobseekers are more motivated for training when there is a job on the other side.

The specific upskilling course is designed in collaboration with businesses. The success of the sector-based model is a combination of pressure within the sector and businesses, and jobcentre managers having a sharp focus on the initiative. A number of key employees have been designated with the task of developing specific sector-based models (gaining understanding of the sector, visiting and collaborating with businesses, training providers, etc.).

## The Greater Copenhagen Recruitment Service trains jobseekers for the needs of the construction and installation sector



The municipalities of the Copenhagen Metropolitan Region, under the auspices of the Greater Copenhagen Recruitment Service, have worked with the Danish Construction Association and the United Federation of Danish Employees (3F) to develop a model for upskilling to meet the needs of businesses. The construction and installation sector is reporting an increasing shortage of qualified labour and is often compelled to find employees abroad. At the same time, there are many unspecialised jobseekers who can meet the needs of businesses after a short course. The Greater Copenhagen Recruitment Service has therefore launched an initiative focusing on upskilling across municipal boundaries, based on businesses' labour needs.

Based on information about the competences needed by businesses, the municipalities procure a common labour-market training course for jobseekers and perform tailored one-to-one matching of those on the course with businesses after the course has ended.

For example, in spring 2016 several entrepreneurial businesses in the Copenhagen Metropolitan Region said that they had a labour shortage, including for operating small diggers on building sites. The Greater Copenhagen Recruitment Service therefore procured a course on machine operation at Roskilde Technical College. The jobcentres in the recruitment partnership found candidates from among relevant, motivated jobseekers, in close collaboration with the 3F unemployment insurance fund, among others.

Before the course started, several candidates were invited to a discussion at one of the entrepreneurial businesses involved. If there was a good match, the jobseeker was given one week's work experience at the business. After the course, all 13 of them were offered ordinary jobs, and two months after the course 12 of them were still in work.

The key factor for a good impact is early involvement of the businesses, inter-municipal coordination, and close collaboration between jobcentres, educational institutions and unemployment insurance funds.

### About the CRS

*The Greater Copenhagen Recruitment Service (CRS) is a collaboration between 19 municipalities in the Copenhagen Metropolitan Region, with the aim of recruiting jobseekers to businesses and finding new opportunities for upskilling jobseekers so that they meet businesses needs. The collaboration partners are unemployment insurance funds, 3F, the Danish Construction Association, vocational colleges, and businesses.*



Find the manual's tools at [www.star.dk](http://www.star.dk)

Initiatives and schemes → Business service and recruitment →  
Inspiration for business services



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