

## Flemish Job-finding and Vocational Training Service Integrates Job Supply and Demand



samen sterk voor werk

Flemish Job-finding and  
Vocational Training Service  
(VDAB)  
Brussels, Belgium  
[www.vdab.be](http://www.vdab.be)

**Industry:**

Public Sector

**Employees:**

5,000

**Oracle Products & Services:**

Oracle CRM On Demand  
Siebel Campaign Management  
Oracle Business Intelligence  
PeopleSoft Enterprise Asset  
Management  
PeopleSoft Project Portfolio  
Management  
BEA WebLogic Server Premium  
Edition

**Oracle Partner:**

Cronos  
[www.cronos.be](http://www.cronos.be)

*“Oracle applications provide us with the infrastructure and the applications that make it possible for us to provide job-seekers with rapid and specific information on the availability of suitable jobs. We now reach three times more people than before and have reduced the time spent looking for work.” – Paul Danneels, Chief Information Officer, Flemish Job-finding and Vocational Training Service (VDAB)*

The Flemish Job-finding and Vocational Training Service (VDAB) is a public service-provider that works as a driving and implementing force to enable a transparent and dynamic labor market in Flanders, Belgium. To achieve its mission in the most efficient manner possible, VDAB offers an extensive range of job-finding, training and education, and career counseling services. VDAB works on behalf of job-seekers, employees, and employers and aims to deal with each client group in the most effective way. Up-to-date IT applications are an essential component to the successful execution of the organization’s mission. Alongside traditional means, VDAB uses job-finding computers and comprehensive, Web-based applications as alternate channels for providing service. IT plays a crucial role in the specific organizational transformation that VDAB has planned for the next few years, as it plans to transition to increasingly focus on career management services, rather than just job-seeking resources.

VONK (short for VDAB’s new organizational strategy through 2011), spells out a key role for IT. “We chose a completely different approach to our mission,” said Paul Danneels, chief information officer for VDAB. “Instead of regarding only job-seekers as our target audience—meaning around 200,000 people—we are now targeting the entire active population of Flanders. That means we are talking about comfortably over 2.5 million people. Naturally, that means we need different communication channels to reach all of them.”

**Key Benefits:**

- Improved matching of job-seekers with available jobs
- Enabled targeted channels of communications with clients through e-mail, text message, and letters
- Allowed the organization to communicate with clients in real time
- Enabled ad hoc campaign creation to define target groups
- Increased visibility into the effectiveness of communications with job-seekers
- Improved productivity of organization with increased visibility into client information
- Optimized the alignment of job supply and demand in the Flemish market
- Enabled the organization to accelerate the time required to launch processes to one week

To support its transition strategy, VDAB decided to launch a Web portal that aims to show users what the labor market has to offer them personally. “The portal must be linked up to the targeted campaigns that we conduct through Oracle’s Siebel applications, but also to the existing call center and the traditional kiosks where everyone can browse through current vacancies,” Danneels said. The aim of the strategy was to enable VDAB to effectively manage a person’s entire career dossier, from positions offered, to training undertaken and support provided.

VDAB leveraged a new enterprise IT architecture based on Oracle applications to introduce new services quickly and flexibly. The solution made a wide range of skills available to the Flemish labor market and provided a transparent platform through which job-seekers can locate information about available positions. VDAB implemented Oracle CRM On Demand to facilitate a multichannel approach to contact job seekers quickly and in a personalized way. VDAB also supported and integrated its new IT processes into Oracle’s PeopleSoft applications. Oracle’s service-oriented architecture components ensure that VDAB’s new tools can combine with its existing legacy applications. The organization also implemented Oracle Business Intelligence to ensure visibility into information across all of its various applications.

**Improved Job Matching**

Specifically, VDAB launched its new strategy to help reduce youth unemployment. The Oracle-based solution enabled the organization to perform online matching between job vacancies and candidates available, and to communicate the information to potential candidates via the optimal communications channel, using a push model. VDAB ‘pushes’ the matching results to the candidates through e-mail, text message or postal letter. After two successful pilot projects, VDAB extended its use of the online matching application to 13 locations plagued by persistent youth unemployment.

Today, the application is available all over Flanders. “We are focusing on candidates up to 30 years of age, but at the end of 2009/beginning of 2010 the target group will be expanded to less than 50 years,” Danneels said. “The application looks for suitable candidates for the available jobs. We use Oracle’s Siebel Campaign Management to get the information to them via e-mail, text message, or regular mail.”

**“The combination of Oracle Business Intelligence and Oracle CRM On Demand has significantly increased the informative value of the data, resulting in a clear increase in productivity.”**

Paul Danneels  
Chief Information Officer  
Flemish Job-finding and  
Vocational Training  
Service (VDAB)

The automated solution allows the VDAB to communicate with clients in real time. As a result, the organization increased its communications capacity dramatically. Click-through on e-mails and calls in response to short message services (SMSs) also provided VDAB with improved insight into what its clients are doing with the information they receive from the organization. Additionally, Siebel Campaign Management enables VDAB to produce ad hoc marketing campaigns and to contact and inform clearly defined target groups via the most appropriate channel of communication—be it e-mail, text message, or postal letter. After initiating contact, VDAB is able to monitor the response to new contacts with clients.

VDAB’s extensive use of Siebel Campaign Management, demonstrates the level of assistance the tool provides the organization. Each month, VDAB sends, on average, 110,000 e-mails containing job vacancies to job seekers, along with 40,000 text messages and 4,000 letters. When running ad hoc campaigns it sends an additional 115,000 e-mails, 40,000 text messages and 20,000 letters. “As a result of the current economic crisis, we are expecting a rise in youth unemployment,” Danneels said. “Over the coming year, the use of the job-matching tool will, therefore, rise sharply. We are expecting a three-fold increase. With Oracle, we have a scalable solution, allowing us to address these growing volumes and eventually decrease the unemployment rates.”

### **Optimizing Communications Efficacy**

As the volume of the communication through its online matching portal grows, VDAB anticipates it will gain a more accurate assessment of what information job candidates use the most.

“There were candidates, for example, for whom the matching was not really working,” Danneels said. “These candidates were getting too much information, including about job vacancies that did not fit their profiles, or they were getting no information at all about the jobs that they were actually qualified for. VDAB solved these problems using Oracle Business Intelligence and the Job Indicator project. This tool bundles business intelligence (BI) information from various systems and imports it into Siebel.”

VDAB consultants receive access to a dashboard with a summary of all the job vacancies that the online matching portal informed a given candidate about via the various distribution channels. The solution, thus, provides consultants a comprehensive overview of a candidate’s situation at-a-glance.

“The combination of Oracle Business Intelligence and Oracle’s Oracle CRM On Demand has significantly increased the informative value of the data, resulting in a clear increase in productivity,” Danneels said. “This is real operational business intelligence that is aimed at refining the matching of supply and demand.”

In a subsequent step, VDAB intends to develop a similar business intelligence dashboard for employers, which will contain information for follow-up on their vacancies.

The combination of the job-matching tool and the job indicator dashboards increased the effectiveness of VDAB. “We reach three times as many job-seekers as before, with an appropriate, targeted message,” Danneels said.

The effect of this is positive, as more people find a good job faster. Most importantly, communication between VDAB and clients can now proceed much more quickly. Job seekers receive a number of e-mails or text messages each week.

VDAB’s project and its unique approach to job finding is the first of its kind, not just in Belgium but also across Europe. As a result of its new IT environment, VDAB can now launch a complete new action program for a targeted group of job seekers within a week’s notice. Similar organizations in the Netherlands, Austria, Sweden, and Australia are examining VDAB’s solution for possible replication in their respective countries.

### **Why Oracle?**

VDAB made a clear decision at the start of the project to work with Oracle as a partner. “First, we drew up the new infrastructure,” Danneels said, “which re-confirmed our choice of Oracle CRM On Demand and Oracle’s PeopleSoft. We wanted to avoid any fragmentation of the available resources and information.”

VDAB had previously implemented Oracle CRM On Demand and Oracle’s PeopleSoft Enterprise applications in its in-house systems, along with an Oracle Database structure. With its new initiative, VDAB reinforced its use of PeopleSoft Enterprise applications by making targeted use of PeopleSoft Enterprise Asset Management and PeopleSoft project replication.

### Implementation Process

VDAB contracted out implementation of its Siebel applications, Oracle Business Intelligence, and PeopleSoft Enterprise applications to Oracle Consulting and Cronos, an Oracle Partner. VDAB chose a phased approach with a results-based contract.

“Our partners’ role was really important, because this is not just a technology story,” Danneels said. “Oracle and Cronos ensured that we had a first-rate, multidisciplinary team with specialists in analysis, design, and development. That way, we managed to succeed in blending business and information communication technologies perfectly.”

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