

# Netherlands Social Service Agencies Modernize IT Systems to Connect Citizens with Jobs



UWV Work (Employee Insurance Schemes Implementing Body)  
Amsterdam, The Netherlands  
[www.uwv.nl](http://www.uwv.nl)

## Industry:

Public Sector

## Employees:

19,500

## Oracle Products & Services:

Siebel Case Management  
Siebel SmartScript  
Siebel Tools  
Siebel CTI  
Siebel eMail Response  
Oracle Service Analytics  
Oracle Contact Center Telephony Analytics  
Oracle Business Intelligence Suite, Enterprise Edition  
PeopleSoft Financials  
PeopleSoft Project Costing  
PeopleSoft Purchasing  
Oracle Portal  
Oracle Universal Content Management  
Oracle Real User Experience Insight  
Oracle Database  
Oracle Application Server  
Oracle SOA Suite  
Oracle Enterprise Service Bus  
Oracle BPEL Process Manager  
Oracle User Productivity Kit

*"We have been using Siebel Public Sector Case Management applications for years now. The system is reliable, robust and puts us in the position of being able to present the correct information on time. We can rely on our data in our position as primary gatekeeper to social services and employment" – Solke Munneke, Director of Operations, UWV Work*

As constituent expectations for service increase, government agencies around the world must rise to the challenge of delivering more with the same—or sometimes fewer resources. Several social service agencies in The Netherlands found themselves in this situation in the late 1990s, when they embarked on an IT system modernization to improve operational efficiency and strengthen constituent service. The Dutch social service agencies formed a strategic partnership with Oracle to create an end-to-end solution, benefiting from vendor consolidation and improved integration between applications. With this approach, several agencies across the country succeeded in increasing efficiency.

Examples of this success is found in two agencies under the ministry of social affairs, the Uitvoeringsorgaan Werknemersverzekeringen or employee insurance schemes implementing body (UWV) and the Centrum voor Werk en Inkomen or center for work and income (which recently merged into UWV and is now known as UWV Work). These organizations are using Oracle applications and infrastructure software to help them operate more efficiently and become more customer-centric to meet their goals of supporting the economy by connecting citizens with jobs and providing unemployment insurance and other social service benefits.

UWV Work, a gatekeeper to social services and a trusted advisor for people seeking employment, matches jobseekers with prospective employers, distributes work permits, and helps its customers apply for unemployment or other benefits through UWV's benefit payments division. It serves approximately 750,000 citizens a year through more than 130 offices.

**Key Benefits:**

- Improved successful job match rate from 20% to 35%
- Reduced intake process, which previously required more than 100 forms
- Managed financials for US\$2.4 billion in administrative funds and US\$26.9 billion in funds paid in unemployment benefits
- Ensured safe storage of extensive data
- Ensured rapid employee training for 350 users spread across the country
- Streamlined Web content management and expanded access to online information
- Adapted business processes, saving an estimated 25% compared to competitor solutions

UWV manages the administration of employee insurance benefits, including providing temporary income when it is impossible for citizens to work. It delivers benefits to more than 480,000 citizens each year. In addition, more than 1,200 reintegration coaches at UWV Work help job seekers gain the skills they need to secure employment.

Like many countries, The Netherlands strives to deliver the highest quality service to citizens who are in need, elderly, at risk, ill or out of work. However, the dynamics of social services have changed in the last few decades. Agencies like UWV and the local municipalities face new challenges, such as the need to support citizens for longer periods of time as longevity increases, the shifting age balance as baby boomers retire, and slow economic growth. These dynamics, coupled with increasing demands for more personalized service, present the government's social service agencies with formidable challenges.

As part of their efforts to overcome these challenges, UWV worked with Oracle to modernize its IT infrastructure. Since its merger with UWV Work, UWV is working with Oracle to make strategic decisions about its IT infrastructure to reduce the complexity of the IT landscape, drive down maintenance costs, optimize reuse of standard components, and ensure faster adoption of modifications in Dutch laws and regulations.

**Connecting Citizens to Work**

UWV Work is focused on work before income. Its first priority is to help citizens find work before relying on unemployment benefits.

It is imperative for UWV Work to manage user information and efficiently route and share it with potential employers and other partners. In 2003, the agency determined that its legacy customer management system could no longer support its goals because it did not extend to partners, required the use of slow and inefficient manual processes, and was increasingly costly to upgrade and maintain. After evaluating several options, the agency selected and deployed Oracle's Siebel Public Sector Case Management to create a new system called SONAR.

SONAR creates a simple and intelligent workflow between all partners in the work and income chain, replacing manual

**“Oracle’s Siebel Public Sector Case Management solution helps us control administration costs while freeing our advisors from paperwork. We can now focus our resources where they are needed most—on our customers.”**

Solke Munneke  
Director of Operations  
UWV Work

processes with electronic ones and enabling the agency to ensure a customer focus. It delivers a single, up-to-date and accurate customer record across the work and income chain—a key to prompt, effective, and personalized service.

For example, UWV Work deployed Siebel SmartScript to replace a paper-based process of gathering job seeker information. UWV Work advisors, working in 130 branch offices, interview job seekers to gather information about their employment needs and skills. With Siebel’s smart features, which provide follow-up questions based on responses, the advisors can efficiently gather comprehensive information about job seekers. This helps them assess each job seeker’s competencies and match them with vacancies more effectively. The agency is also leveraging Siebel Workflow to reduce the more than 100 intake forms it previously required.

Siebel Public Sector Case Management applications are easy to use, which enhances constituent service and reduces training time. The system also enhances efficiency with features like automatic data capture for reporting purposes and simplified administration of all reference data, forms, templates, and messages.

“Oracle’s Siebel Public Sector Case Management solution helps us control administration costs while freeing our advisors from paperwork. We can now focus our resources where they are needed most—on our customers,” said Solke Munneke, director of operations, UWV Work.

Further, UWV Work uses Oracle Business Intelligence to gain insight into the success of its programs. Initial findings show that approximately 35% of job matches generated with SONAR lead to employment, compared to a 20% percent success rate with matches performed through a separate Web channel. In the future, UWV plans to further optimize data from the Siebel Case Management system by deploying additional Oracle Business Intelligence to provide detailed analytics and user-specific dashboards that provide data on call center and case management.

### Helping Job Seekers Help Themselves

The SONAR System also supports multichannel access, including telephone support managed with Siebel CTI, in-person visits scheduled with Siebel Appointment Booking System, and online information delivered with Oracle Portal. UWV Work leverages Oracle Portal to provide citizens with online information and self-service tools via an easy-to-use, one-stop portal. By visiting the portal (<http://werk.nl>), citizens can access job information, communicate with potential employers, request unemployment benefits, or make an appointment to meet with agency staff. UWV Work received extremely positive feedback from users who appreciate the ease with which they can navigate the site to advance their job search.

### Integrating the Next Step

Further, the SONAR system integrates UWV Work and UWV Benefit Payments by taking unemployed citizens from the first stop—the portal—through a process that includes connecting them with a reintegration coach at UWV who provides additional job search help. In order to receive unemployment payments, which UWV manages through Oracle's PeopleSoft Enterprise Financial Management System Suite applications, citizens must keep in touch with their reintegration coaches.

Interactive features in the [werk.nl](http://werk.nl) portal enable job seekers to communicate directly with their UWV reintegration coach, helping to build a personal, trusting relationship that fosters success.

Until a citizen customer is able to find a job, UWV provides unemployment payments. With Oracle Portal, the entire process is transparent to the citizen, enabling the agencies to provide the highest quality service to citizens to help them find good jobs and support them until they do, and ultimately helping the agencies meet their goal to foster employment and support the economy.

### Managing Large scale Financials

On the back-office end, UWV is a long-time user of Oracle's enterprise resource planning applications.

UWV requires a robust and reliable financial infrastructure to efficiently and accurately compile reports, annual accounts, and annual financial statements.

**“We have been using PeopleSoft Enterprise applications for years to our complete satisfaction. The system is reliable, robust, and puts us in a position of being able to present the correct information on time.”**

Jos Waanders  
Head of Financial and  
Economic Affairs,  
Accounting House

“We must be able to provide insight into all cash flows for our own operational management, but also for justifying policy decisions. We support all of these processes with Oracle’s PeopleSoft financial management applications,” said Jos Waanders, head of financial and economic affairs, accounting house.

UWV has two instances of PeopleSoft Enterprise Financial Management—one for administration, managing about US\$3 billion (€2 billion); and one for the US\$29.6 billion (€22 billion) of funds used to pay unemployment and disability benefits.

“We have been using PeopleSoft Enterprise applications for years to our complete satisfaction. The system is reliable, robust, and puts us in the position of being able to present the correct information on time,” Waanders said.

In 2006, UWV worked with Capgemini to complete an upgrade to the system to update processes and ensure compliance with the latest financial reporting standards. Recently, UWV also implemented PeopleSoft Project Costing in order to manage its information and communications technology (ICT) projects.

### **Facilitating Content Management**

UWV Work’s Web site, [www.werk.nl](http://www.werk.nl), is the country’s most active online meeting place for employers and employees. UWV Work deployed Oracle Enterprise Content Management to support fast, efficient Web site development and high availability.

The organization’s home-grown legacy content management system was experiencing instability, slow performance, and availability issues due to high volumes and demands. UWV decided to deploy Oracle Enterprise Content Management to address these issues. The new system is delivering improvements in several areas. First, the system supports transparency and is easy to use, enabling content managers, not IT team members, to quickly and easily update content to ensure that the site remains current and fresh.

Oracle Enterprise Content Management also is helping UWV to improve the stability and scalability of the [werk.nl](http://werk.nl) site. In addition, it helps UWV to identify more affordable approaches to IT management and streamline information flow to the Web in a scalable and manageable way. The new system is easy to configure and maintain.

Oracle Universal Content Management sits under the Oracle Portal to present, manage, and control content more efficiently. The application used for Werk.nl is a service-oriented architecture (SOA) based application, using the Oracle SOA Suite. With a SOA, UWV Work can accelerate its time-to-market, which is completely in line with the mission of the UWV Work: More and more people at work. UWV also expanded its ability to measure and understand the user experience. With Oracle Real User Experience Insight, UWV can review complete user sessions based on user identification or selected criteria for a specified timeframe. It can also easily identify any user session and review all interaction the user had on UWV's Web site from a functionality or object perspective. In addition, session diagnostics capabilities enable UWV to review the complete session as the user experienced it—yielding valuable insight for future improvements. Additionally, with the pre-designed reports, UWV can properly redirect where necessary, resulting in the best possible outcome of the value-added of Oracle Universal Content Management, Grid Control and Real User Experience Insight

### **Securing Data and Modernizing Infrastructure**

Oracle infrastructure software underlies many of the agencies' enterprise applications. It provides solid, secure data storage. For example, UWV Work uses Oracle Database to manage all data from its enterprise applications, including Siebel Public Sector Case Management. UWV also uses Oracle Database to deliver the high performance necessary to support large-scale systems. UWV Work also deployed Oracle Application Server to manage its deployment of Oracle's Siebel Public Sector Case Management applications.

The agencies are beginning to explore Oracle technology available to create a SOA, including Oracle SOA Suite, Oracle Enterprise Service Bus, and Oracle BPEL Process Manager. For example, they are exploring a business process execution language (BPEL) application that will automate the process for citizens requesting unemployment benefits -eliminating the need to send documents back and forth between the two agencies. UWV had success with Oracle SOA Suite and Oracle Enterprise Service Bus, which enabled job seekers and reintegration coaches to connect directly via the portal. UWV is also exploring the

**“Compared to traditional training courses, Oracle User Productivity Kit reduces throughput time considerably. This tool, combined with other factors, like the coaching approach for on demand class training, enabled system users to get up to speed quickly. And the method works, judging from the low number of calls made to the helpdesk.”**

Jos Waanders  
Head of Financial and  
Economic Affairs,  
Accounting House

possibility of using BPEL to automate processes with Oracle’s Siebel Public Sector Case Management.

### **Accelerating User Uptake**

With enterprise applications, the key to optimizing use is high user uptake. To ensure that users are taking full advantage of the tools available to them, UWV uses Oracle User Productivity Kit to deliver detailed training programs on its various applications.

Most notably, UWV used Oracle User Productivity Kit for its most recent upgrade to PeopleSoft Enterprise Financial Management. The agency completed the upgrade in just three-and-a-half months, well ahead of the six months originally allotted.

The organization needed to take action to guarantee the continued availability and reliability of its financial systems and data. And, it had to take action quickly—in order to be able to close the books at yearend.

“The system had to be up and running by the beginning of December 2006 because we had to produce the annual financial reports in January 2007. This meant that the date was really tight,” Waanders said.

UWV used Oracle User Productivity Kit (UPK) to ensure that the systems’ 350 users could master its new features quickly. It allowed UWV to quickly create the critical documentation, training, and support materials needed to drive user productivity at the start of and throughout the lifecycle of its applications.

“Compared to traditional training courses, Oracle UPK reduces throughput time considerably. This tool, combined with other factors, like the coaching approach for on-demand class training, enabled system users to get up to speed quickly,” Waanders said. “And the method works, judging from the low number of calls made to the helpdesk.”

UWV also used UPK for their project costing implementation (central project administration) in 2009. “We choose to use UPK again for our employees, since the use of it proved to be so fruitful with the upgrade. This time we did not need any Oracle-support. The user friendliness of UPK is so high that we could deploy it easily in-house”, said Jos Waanders.

### Why Oracle?

Throughout its relationships with Oracle, UWV evaluated other options, but continued to extend its use of Oracle applications and technology to meet its various goals.

For example, in selecting the technology infrastructure for SONAR, UWV Work looked at the options of building from scratch or implementing packaged commercial off-the-shelf software. Because the demands of the system were large and complex and not readily duplicated in other industries, custom building appeared an attractive option. However, UWV Work also realized that it could install packaged software rapidly, at low cost, and with low risk. In addition, ongoing maintenance costs could be lower because the vendor would support the package, and it could add new features and functionality through regular software upgrades.

UWV Work selected Oracle's Siebel Public Sector Case Management because of its flexibility and rich functionality. With Siebel, the IT team knew it would be able to adapt to changing business processes quickly and with little effort. UWV Work s estimated a savings of approximately 25% compared to other options, including a custom solution.

UWV also continued to turn to PeopleSoft Enterprise applications since its creation in 2002 through a merger of several different agencies—many of which already used PeopleSoft Enterprise. The agency ultimately decided to consolidate all financial data on PeopleSoft Enterprise.

When it came time for an upgrade, UWV selected Oracle's PeopleSoft Enterprise again based on its favorable experience.

### Implementation Process

When UWV Work embarked on the SONAR implementation in 2001, it first tested solutions from Oracle and SAP and, ultimately, decided on Oracle's Siebel CRM. It completed a proof of concept and rolled out the solution in 18 months. UWV Work had a three-step deployment, starting with a pilot office in Harderwijk, followed by pilots in six districts, and finally a full-scale roll out to approximately 4,000 users

*Uitvoeringsorgaan Werknemersverzekeringen or Employee Insurance Schemes Implementing Body (UWV) manages the administration of the employee insurance benefits, including providing temporary income when it is impossible for its citizens to work. It delivers benefits to more than 480,000 citizens each year.*

*UWV Work is the gatekeeper to social services and a trusted advisor for people seeking employment, matches jobseekers with prospective employers, distributes work permits, and helps its customers apply for unemployment or other benefits supplied through UWV. It serves approximately 750,000 citizens a year through more than 130 offices.*