Presentation of ECYL’s Modernization Program 2004

United Nations Public Service Award 2005
Category:
“Improving the Delivery of Service”

SERVICIO PÚBLICO DE EMPLEO DE CASTILLA Y LEÓN (Ecyl)
C/ Pío del Río Hortega, 8, 47014 Valladolid
Spain

Telf. (+34) 983 410 190
Fax. (+34) 983 410 191
Mail: trimarpa@jcyl.es
www.empleocastillayleon.com
1. Background
1.1 The Community of Castile and Leon

- It is the second largest region in Europe with a territory of 94,224 square kms.
- It represents 18.7% of the surface area in Spain.
- 9 provinces and 2,249 municipalities.

The Government of Castile and Leon is the medium of governance and administration for the Community of Castile and Leon and executes the executive function and the regulatory jurisdiction according to the Autonomous State and the rest of the legal system.
1.2 Public Service of Employment

The Public Employment Service of Castile and Leon is responsible for carrying out activities which **promote employment, offer employment training, provide orientation and mediation in the job market.** In addition, it claims the responsibility of and should be oriented towards full, stable and quality employment in the Autonomous Community of Castile and Leon.

The Modernization Program of 2004 has facilitated ECYL in being known as a reference of quality within the Public Administration Services of Castile and Leon.
2. General Objectives

Wisdom Begins in Wonder. (Sócrates)
2.1 General Objectives

In order to make the vision, “A new concept for Public Service” a reality for the Modernization Program 2004; ECyL created the following general objectives:

1. Formulate new methods and services
2. Increase User Satisfaction
3. Improve Labor Insertion Results
4. Provide new tools and communication technologies
5. Reach all geographic areas
3. Approach
3.1 Strategy

For developing the design, deployment and assessment of the Modernization Program the management team used the **RADAR methodology from the EFQM Excellence Model**.

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**EFQM**

(For more information: [www.efqm.org](http://www.efqm.org))
3.2 Strategic Process Map

Social Forces → Societal Needs → Economic Forces

Internal Performance (Performance Indicators) → Ecyl’s Vision → Environment Analysis (Perception Measures)

Employment Seeker → Ecyl’s Services 2004 → Ecyl’s Services 2005 → Employment Supplier

SERVICE LIFE CYCLE

Total integration on the value chain in the design of services which close the gap between the needs of the job seeker and the job supplier

The New Concept of Public Service is a result of the deployment and assessment of the actions in the Modernization Program.

Involving the Modernization Technical Team in making the vision a reality.
3.3 Critical Success Factors

The following Critical Success Factors have been identified and have facilitated the deployment of the Modernization Program:

- Augmenting the **integration of personnel**.
- **Instituting a culture oriented towards team work**.
- **Incorporating all interest groups in knowledge management**.
- **Technological Platform** ([http://www.empleocastillayleon.com](http://www.empleocastillayleon.com)).
4. Deployed Initiatives
4.1 Program Deployment

- Implementation in 43 Employment Offices distributed in 9 provinces.
- 103 people involved in the Modernization Program.
4.2 Initiatives

The Approach and Deployment of the Itineraries considering the entire Service Life Cycle.

Technological advances is another factor that provides the program with instruments which speed up and facilitate the administrative management and communication.

Excellent organizations measure meticulously and achieve superb results with respect to their clients.
5. Results Obtained

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5.1 Results Obtained

The principal results obtained from the application of the Modernization Program of 2004 are the following:

1. **Validation of 7 new services**

2. **Improvement of user satisfaction**, both the job suppliers and job seekers, obtaining a medium result of 7.2 out of 10

3. **An increase of 12% in the probability of obtaining employment**

4. **Incorporation of new technologies**

5. **Integration and motivation of a team of 103 people**
6. Sustainability & Transferability
6.1 Sustainability of the Project

Throughout 2005 ECYL is trying to continue with a culture of excellence that implicates the Modernization Program, consolidating new services and creating new actions that allow ECYL to make their vision a reality while providing a response to the needs and demands of the society of Castile and Leon.

- **2003**: 2,604,019 €
  - Design and Launch of the Public Employment Service of Castile & Leon
  - Services transferred from the National Public Employment Service

- **2004**: 3,329,052 €
  - Creation of Ecyl Modernization Program of 2004
  - Functionality of new services

- **2005**: 3,918,529 €
  - Modernization Program of 2005
  - Continuous Improvement of Services (Road to Excellence)
6.2 Transferability of Best Practices

- Methodologies documented as Best Practices
- Benchmarking Tools

For more information:

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7. Conclusions
7.1 Conclusions

The Modernization Program was extended until 2005 incorporating identified improvements in the actions from 2004, and continuing with their principal asset being the Modernization Team.

Therefore, the principal lessons learned from the development of the project are as follows:

- The assignment of a liaison for each employment supplier and seeker
- Periodic revision that the quality standards are fulfilled
- Adaptation to the characteristics of each group, especially those that are socially less favored
- An agile, dynamic attention to the demand and supply
- Standardization via documented procedures of best practices identified