

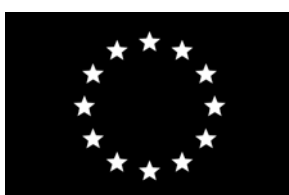
# Performance Indicators for Public Employment Services

*Report of the Working Group  
November 2003–November 2004*

## Green Paper Series 04 11 01

The report has been drafted on behalf of the  
Working Group by Synthesis Forschung

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In summer 2002, the Austrian Public Employment Service »AMS« took the initiative to set up a Working Group on »Performance Indicators for Public Employment Services«. It extended invitations to join the Working Group to all Member States.

Once established, the Working Group set itself three tasks:

- to draw up a list of selected performance indicators
- to build a data base for those indicators in order to carry out comparisons among participating Public Employment Services
- to be guided by a benchmarking procedure with the aim of identifying good practices worth closer discussion.

In order to achieve its ambitious tasks, the Working Group asked the Austrian AMS to assume the responsibility of project leader and secretariat for the Working Group. A group of consultants (ÖSB Consulting and Synthesis Research) was selected (on the basis of a tender) to prepare the decisions taken by the Working Group and to document the results achieved.

The following report should be considered as such a document. It reflects not necessarily in each detail the position taken by every single Member of the Working Group. It rather represents a view which seems acceptable to the group as a whole.

As a draft it might be subject to revision. Comments and suggestions are welcome.

The Working Group has received financial support from the European Commission »DG Employment and Social Affairs« and from »Partners in Development«. The World Association of Public Employment Services »WAPES« has contributed to the funding of the conference.

For the drafting team:

Prof. Michael Wagner-Pinter

Vienna, November 2004

<i>1</i>		
<i>Coping with a fast changing environment: the need for monitoring</i>		<i>5</i>
<hr/>		
<i>2</i>		
<i>Standardized monitoring: the value added of a management information system</i>		<i>9</i>
<hr/>		
<i>3</i>		
<i>A selected list of performance indicators</i>		<i>13</i>
<hr/>		
<i>4</i>		
<i>Strong and weak points of the selected indicator set</i>		<i>17</i>
<hr/>		
<i>5</i>		
<i>Performance indicators for public employment services: the Member State and the European perspective</i>		<i>20</i>
<hr/>		
<i>6</i>		
<i>Convergence of operational definitions: some experiences of the Working Group</i>		<i>24</i>
<hr/>		
<i>7</i>		
<i>Presentation of numerical results in a comparative framework</i>		<i>28</i>
<hr/>		
<i>8</i>		
<i>Context matters, but in which way?</i>		<i>32</i>
<hr/>		
<i>9</i>		
<i>Benchmarking as a way of raising questions</i>		<i>36</i>
<hr/>		
<i>10</i>		
<i>Learning from Europe: the good practice approach</i>		<i>41</i>
<hr/>		

<b>11</b>		
	<i>Inviting feedback: the Vienna conference as a new starting point</i>	<b>45</b>

---

<b>12</b>		
	<i>Outlook</i>	<b>50</b>

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**1**

***Coping with a fast changing environment: the need for monitoring***

*Attention has to be directed...* The management of Public Employment Services has to cope with change. Some of it is quite far reaching; all of it deserves close attention.

*... to the changing environment ...* The dimensions of change are manifold. They include:

- economic upswings and downswings affecting the demand-supply-balance in the labour market;
- socio-demographic trends that change the age, skill and regional profile of the labour force;
- the emergence and diffusion of new technologies which ask for major initiatives in education and training.

*... and to the new goals (and strategies) set for the PES* And of course, there are those changes that have a direct impact on the Public Employment Service itself:

- new directions in defining the purpose of the Public Employment Service which often reflect a change of direction in the political system;
- new developments in management techniques associated with the New Public Management approach;
- a reshaping of core processes on which the overall performance of the Public Employment Service is based;
- the implementation of new technologies facilitating self-service and enhancing labour market transparency.

*Monitoring keeps the level of attention directed towards...* In order to stay on course, the management of the Public Employment Service has to monitor the key areas of performance continuously within its management information system.

*... three areas of performance:* The areas of performance fall under one of the following three categories: inputs, outputs, outcomes.

*Outcomes (which are of utmost relevance but cannot be controlled directly), ...* Outcomes are most likely to be of utmost importance in the dealings of the Public Employment Service with its political environment; in particular with the ministry which takes political responsibility for labour market developments. Outcomes, however, are not under the direct control of the management of the Public Employment Service. They are the result of an interaction between the output of the Public Employment Service organisation and the economic, social and political environment. Nevertheless, outcomes deserve close monitoring by the management of the Public Employment Service.

*... outputs (which are defined by head quarters for regional units)...*

Outputs tend to be centre stage in most management information systems. This is particular true for those Public Employment Services in which (usually regionally) decentralized organizational units have to achieve output goals set by headquarters.

*... and inputs (which are traditionally subject to controlling)*

Inputs attract much attention, not least for planning purposes. Usually inputs are subjected to controlling if they involve spending. Such budgetary inputs are, however, by no means the only inputs that deserve regular monitoring.

*Critical issue: Is the information needed available in a useable format?*

Given the importance of information on outcomes, outputs and inputs, it seems not to be totally irrelevant to raise the question: »Is this information readily available to decision makers in a useable format?«

Chart 1

*Input, output, outcomes: a triangle of Public Employment Service performance*

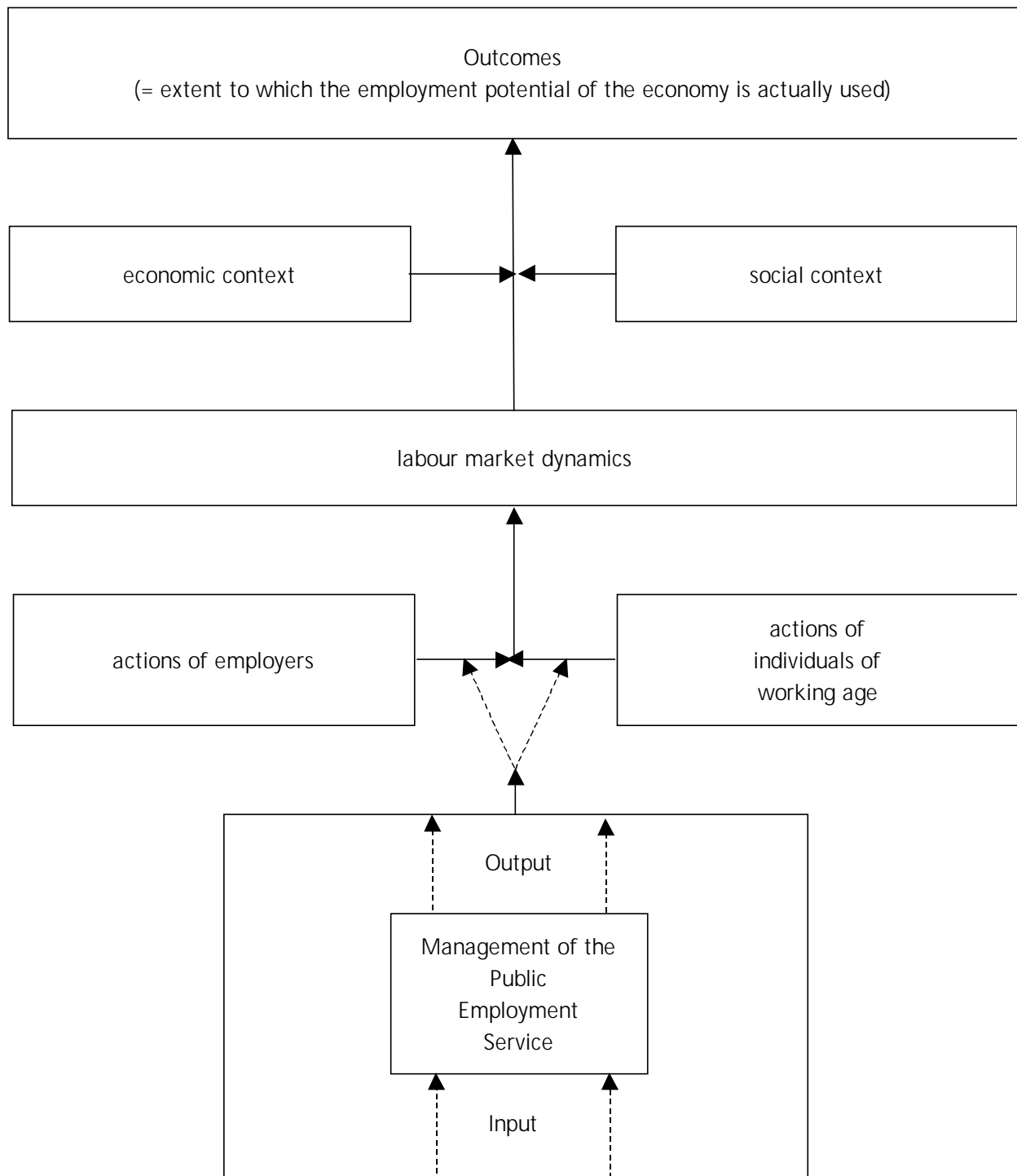
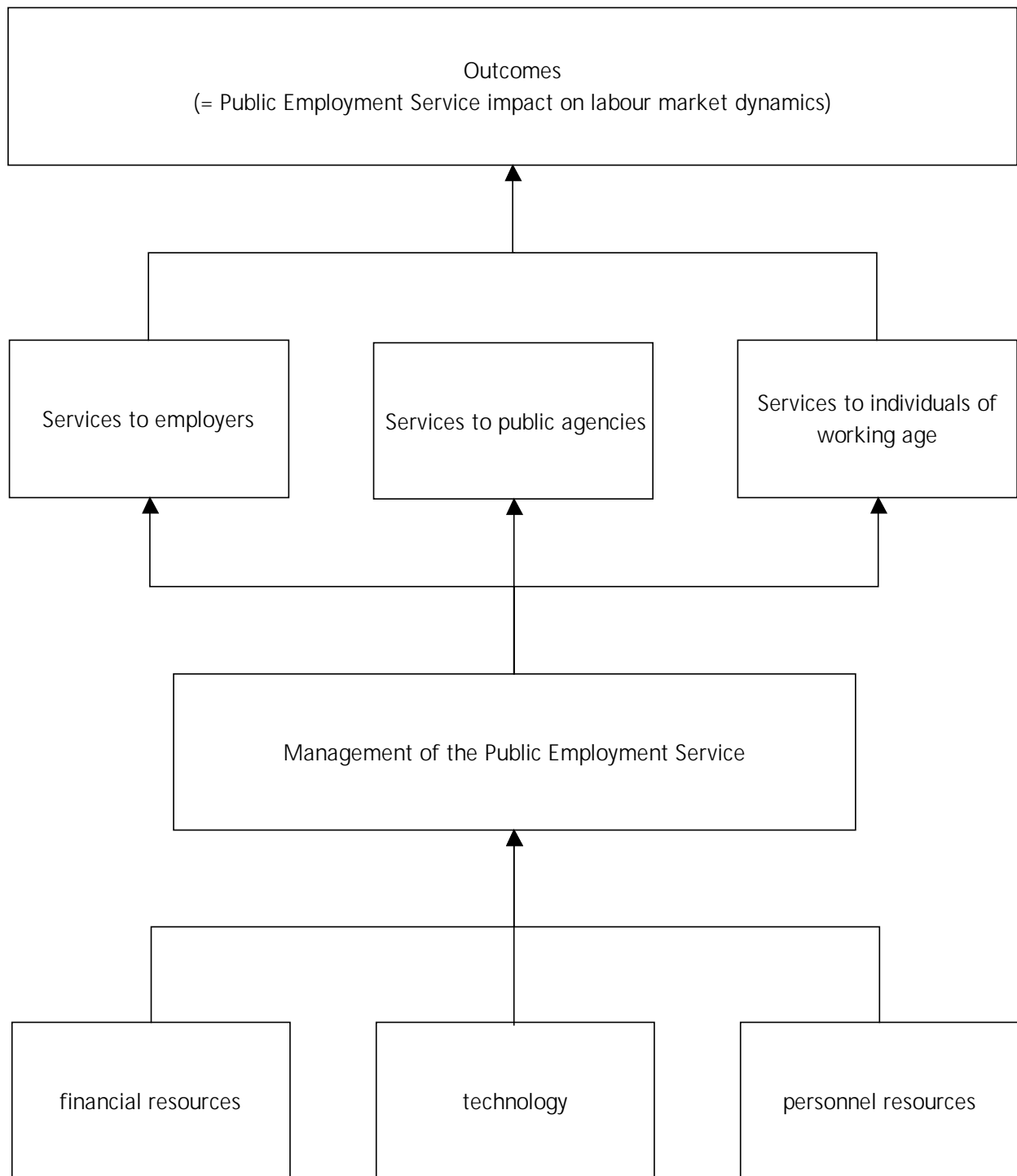


Chart 2

*From inputs to outcomes: the goals of Public Employment Service management*



## 2

### ***Standardized monitoring: the value added of a management information system***

*Information has to be standardized to be useful for management decision making ...*

Decision making in Public Employment Services is based on information. The value of each specific type of information depends on its usefulness for decision taking and action. If the feedback loop »information-decision-actions-results« is to work smoothly, the content of information has to be standardized; otherwise it will become too cumbersome for management regularly to make use of the information presented. Thus standardisation adds value to information in a crucial way.

*... which has to see a clear link between goal attainment and the information presented*

There has also to be a obvious relationship between the goals pursued by management and the information taken into account for decision making. This relationship is by no means trivial: neither do organisations necessarily generate regularly information pertinent to their major goals, nor has every information considered an obvious link to any major goal of the organisation. It seems that Public Employment Services are not an exception to this general observation of management service.

*Thus »monitoring« has to start with a set of goals pertinent ...*

Take the following list of selected goals of Public Employment Services (Table 1) as an example. This set is organized into three subsets. They refer to outcomes, outputs and inputs respectively.

*... to outcomes ...*

The chosen outcome goals are mainly of standard stock to Public Employment Services:

- getting the unemployed back to work;
- achieving this task before unemployment lasts long;
- making use of active measures to speed up the return to work;
- facilitating direct transitions between jobs in order to minimize the take-up of unemployment benefits

*... to outputs ...*

The output goals on the list are equally common:

- opening access to vacancies offered by employers;
- making sure that vacancies registered with the Public Employment Service get filled by placement;
- keeping the time between registration and a successful referral short;
- thus achieving customer satisfaction (on the part of the job seekers and of the employers).

*... and to inputs*

The input goals on the list seem to be quite familiar:

- implementing best practice information technology;
- designing a service oriented organizational architecture;
- providing sufficient resources (in terms of time) for service activities.

*Critical issue: Is there a (regularly monitored) indicator available for each PES goal of significance?*

Despite the familiarity of the goals mentioned (and other goals of substantial significance) one would like to raise the question: »Has the management of the Public Employment Service a set of indicators (for each goal) which are monitored regularly to ensure that a sufficient degree of goal attainment is achieved?«

Table 1

*A selection of Public Employment Service goals in the areas of outcomes, outputs and inputs*

	<i>Percentage of Public Employment Services (participating in the Working Group) which consider the goal as of utmost importance</i>	
	<i>Yes in %</i>	<i>No in %</i>
1 Aiming at a successful transition from unemployment to employment	100,0	0,0
2 Taking a special interest that the transition to employment takes place before unemployment lasts very long	100,0	0,0
3 Being focused on transitions from measures to employment	83,3	16,7
4 Facilitating the transition to a new job (once a notice of separation has been served by the employer) such that no unemployment benefits are drawn before the new job is taken up	50,0	50,0
5 Opening access to a large share of vacancies through the PES information system	83,3	16,7
6 Making sure that registered vacancies are filled	66,7	33,3
7 Making sure that filling a registered vacancy will not take long	50,0	50,0
8 Achieving customer satisfaction	100,0	0,0
9 Implementing best practice information technology	83,3	16,7
10 Designing a service oriented organizational architecture	83,3	16,7
11 Providing sufficient resources (in terms of time) for service activities	66,7	33,3

Table 2

*A selection of Public Employment Service goals in the areas of outcomes, outputs and inputs*

	<i>Percentage of Public Employment Services (participating in the Working Group) which monitor performance with respect to these goals in their Management Information System</i>	
	<i>Yes in %</i>	<i>No in %</i>
1 Aiming at a successful transition from unemployment to employment	33,3	66,7
2 Taking a special interest that the transition to employment takes place before unemployment lasts very long	66,7	33,3
3 Being focused on transitions from measures to employment	83,3	16,7
4 Facilitating the transition to a new job (once a notice of separation has been served by the employer) such that no unemployment benefits are drawn before the new job is taken up	66,7	33,3
5 Opening access to a large share of vacancies through the PES information system	66,7	33,3
6 Making sure that registered vacancies are filled	50,0	50,0
7 Making sure that filling a registered vacancy will not take long	50,0	50,0
8 Achieving customer satisfaction	66,7	33,3
9 Implementing best practice information technology	16,7	83,3
10 Designing a service oriented organizational architecture	66,7	33,3
11 Providing sufficient resources (in terms of time) for service activities	83,3	16,7

### 3

#### *A selected list of performance indicators*

<i>Indicators standardize information ...</i>	The need for standardizing the pieces of information made available for management decision making is to some extent met by indicators. Such indicators reduce the information presented to a single numerical value.
<i>... in order to identify those areas in which management needs more information ...</i>	Nobody presumes, of course, that the numerical value of an indicator contains all the relevant information. Monitoring indicator values is rather a method of selecting those areas in which further information is required: If an indicator value falls outside its target range, management will want to know more about the reasons for under- or overachievement. If the indicator value is within its target range, no more attention will be paid (at least for the moment) to the area of action captured by the indicator.
<i>... to ensure goal attainment</i>	To serve its purpose, the indicator has to be closely related to a goal of substantial significance to the Public Employment Service.
<i>The list of selected indicators proposed by the Working Group ...</i>	This is made explicit in a list of indicators (Table 3) which has a direct correspondence with the list of selected PES goals (Table 1) as already discussed. Four indicators refer to outcomes (transition to a new job out of unemployment, or after participation in measures providing training for job seekers, or out of a job that is expected to come to an end); four indicators refer to outputs (market share in vacancies, success and speed in filling vacancies, customer satisfaction); three indicators refer to input (market transparency achieved through the use of internet, personal service activities to customers in time units and as a share of total personnel resources).
<i>... consists (with one exception) of numerical values without dimensions</i>	Each of the indicators can be expressed in quantitative units. Most of the units have no dimensions; they are either a frequency of events per unit in time (transition rates to employment; rates of finding successful candidates for vacancies); or they are shares (staff involved in direct personal service to customers as percentage of total Public Employment Service staff; »satisfied« customers as percentage of all customers). An exception to the rule is the »time resources for providing services« indicator; it is measured in minutes.

*Critical issue: Do the indicators capture the information needed?*

With respect to this selected list of indicators, a sceptical question seems in order: »How well do these indicators capture the information needed?«

Table 3  
**Goals and indicators: a selected list**

<i>Goal</i>	<i>Indicator</i>
1 Aiming at a successful transition from unemployment to employment	How many unemployed people manage to make a transition to a new job (as percentage of all unemployed within a given time period)?
2 Taking a special interest that the transition to employment takes place before unemployment lasts very long	How many unemployed people manage to make the transition to a new job before being unemployed for more than six months (as percentage of all people leaving unemployment to employment within a given time period)?
3 Being focused on transitions from measures to employment	How many people who participated in training activities for job seekers manage to get a job within 6 months (as percentage of all people leaving a training activity within a given time period)?
4 Transition to a new job after a notice of separation has been served, but before drawing unemployment benefits	How many employees who get a notice of separation by their employer manage to move on to a new job without drawing unemployment benefits (as a percentage of all separations within a given time period)?
5 Opening access to a large share of vacancies through the PES information system	How many notices of vacancies are accessible through the PES information system (as a percentage of all new vacancies opening up within a given time period)?
6 Making sure that registered vacancies are filled	For how many vacancies posted with the PES is a candidate found successfully (as a percentage of all vacancies posted with the PES within a given time period)?
7 Making sure that filling a registered vacancy will not take long	For how many vacancies posted with the PES a candidate is found successfully within a month (as a percentage of all PES vacancies de-registered within a given time period)?

Table 3 – continued

***Goals and indicators: a selected list***

8 Achieving customer satisfaction	How many customers of the PES are »satisfied« as opposed to »unsatisfied« (as a percentage of all customers)?
9A Implementing best practice information technology	How many CVs are accessible through the PES homepage (as a percentage of the labour force within a given time period)?
9B Implementing best practice information technology	How many notices of vacancies are accessible through the PES homepage (as a percentage of all vacancies which get posted with the PES within a given time period)?
10 Designing a service oriented organizational architecture	How many people of the PES staff are involved in serving customers on a personal level (as a percentage of the total staff number)?
11 Providing sufficient resources (in terms of time) for service activities	How many minutes (per year, per customer) can be spent on serving a specific customer?

4

***Strong and weak points of the selected indicator set***

*Each indicator has ...* No indicator, however well defined in operational terms it is, can transport information in an unambiguous way. Each indicator has its strong points and its weak points with respect to its informational content.

*...its strong points (as a measure of performance) ...* The strong point of a good indicator is always its intuitive appeal as a measure of performance related to a goal considered significant. Take the example of »the transition rate from unemployment to employment«. This has certainly to do with a significant goal ascribed to Public Employment Services by policy makers and the general public alike.

*... and its weak points (caused by ambiguities in concepts and measurement procedures)* The weak points of indicators usually become apparent once the ambiguities of concepts and measurement procedure are considered. Take again the case of the »transition« rates. It is by no means obvious what the underlying concepts of »unemployment« and »employment« should be: Are those job seekers who are not yet »job ready« (because of a lack of skills or because of ill health) really »unemployed«? Does taking up a mini-job constitute already a transition from unemployment to employment?

*Circumspection in interpretation is warranted:* There is no reliable procedure to get rid of all the ambiguities of an indicator on a theoretical level. Perhaps it is not at all a matter of constructing an »ideal« indicator, but a matter of interpreting an indicator with circumspection.

*Go through the list of strong and weak points for the proposed list of indicators* The best way to do so, is to go through a list of strong and weak points of an indicator regularly; and to add more of such points in the light of practical experience. Such »strong« and »weak« points are referred to in Table 4 and 5. These references are related to the indicators on the »selected list«: though only one strong and one weak point are mentioned for each indicator, many of them apply to several of the indicators.

*Critical issue: Does the comparative framework compound the ambiguities associated with the indicators?* The discussion of strong and weak points of performance indicators may lead to a further question: »Are the ambiguities and the lack of established operational definitions not even compounded once one moves from the perspective of a single Public Employment Service to a shared European perspective?«

Table 4  
***Strong points of the indicators***

<b><i>Indicators</i></b>	<b><i>Strong points</i></b>
1 Aiming at a successful transition from unemployment to employment	This indicator captures quite well what policy makers and the general public expect from the Public Employment Service: getting the unemployed back to work
2 Taking a special interest that the transition to employment takes place before unemployment lasts very long	The indicator puts emphasis on a goal generally agreed upon: actively fighting the risk of long term unemployment
3 Being focused on transitions from measures to employment	This indicator addresses a certain widespread scepticism: are training measures an effective way of getting the unemployed back to work?
4 Transition to a new job after a notice of separation has been served, but before drawing unemployment benefits	This indicator (which might not be of use for every Public Employment Service) puts a ambitious goal into centre stage: avoiding unemployment (as a period of search between two jobs) altogether
5 Opening access to a large share of vacancies through the PES information system	This indicator reflects the role of the Public Employment Service in enhancing transparency in the labour market
6 Making sure that registered vacancies are filled	This indicator addresses a critique sometimes levelled against Public Employment Services: do they refer only suitable candidates to vacancies posted by employers?
7 Making sure that filling a registered vacancy will not take long	This indicator deals with the »speed« dimension of high quality service: do employers get the employees they are looking for fast enough?
8 Achieving customer satisfaction	»Satisfaction of customers« is an obvious candidate for a performance indicator
9 Implementing best practice information technology	This indicator deals with the effective use of the internet as a technology input of the Public Employment Service
10 Designing a service oriented organizational architecture	This indicator reflects the position: the more people you engage in front office activities, the better the quality of the service rendered
11 Providing sufficient resources (in terms of time) for service activities	Good service needs time – this is the rationale behind the indicator

Table 5  
***Weak points of the indicators***

<b><i>Indicators</i></b>	<b><i>Weak points</i></b>
1 Aiming at a successful transition from unemployment to employment	There are quite substantial variations in what is considered »employment« and »unemployment« by different European Public Employment Services
2 Taking a special interest that the transition to employment takes place before unemployment lasts very long	There is an unsolved controversy on whether getting the unemployed back to work (too) quickly might cause substantial dead weight losses due to »revolving door« effects
3 Being focused on transitions from measures to employment	The idea of training is to open up the opportunity for »sustainable employment«; but this is not captured by the indicator
4 Transition to a new job after a notice of separation has been served, but before drawing unemployment benefits	Dealing extensively with job seekers still in employment might cause an overload of work and might, thus, be considered inefficient
5 Opening access to a large share of vacancies through the PES information system	To which types of jobs should the term »vacancy« be applicable? Are »mini-jobs« proper jobs?
6 Making sure that registered vacancies are filled	Is it really the Public Employment Service that has to find a successful candidate for a vacancy posted?
7 Making sure that filling a registered vacancy will not take long	Finding a more or less suitable candidate for a vacancy might be a second best solution; is it not the sustainability of a match that counts?
8 Achieving customer satisfaction	Does »satisfaction« not reflect rather on the level of expectations (by customers) than on the performance (by the Public Employment Service)?
9 Implementing best practice information technology	Rather than contributing to overall labour market transparency should the Public Employment Service not reserve »its« vacancies for »its« unemployed?
10 Designing a service oriented organizational architecture	The quality of service depends on the attitude and performance of all staff members not only on those on front office
11 Providing sufficient resources (in terms of time) for service activities	Spending less minutes per case may be a sign of efficiency rather than of negligence and poor service

5

*Performance indicators for public employment services: the Member State and the European perspective*

*Indicators used for comparative purposes ...*

The proposed list of indicators has been set up for comparative purposes. In principle, such a comparison would take place within a Member State. In fact, it is not uncommon among Member States that central headquarters of Public Employment Services use indicators to evaluate the performances of their regional/local branches. Sometimes these indicators are used to establish ranking lists of regional/local performance.

*... are usually »adjusted« for regional differences in labour market profiles ...*

Such ranking lists usually make use of performance indicators »adjusted for differences in regional labour market profiles«. These adjustments generally take into account the relative share of those »who are hard to place« among all people unemployed in the region. Other elements of regional labour market profiles (considered when »adjustments« are made) are: the industrial composition of jobs in the region; regional GDP growth; the balance between »inward« and »outward« commuting.

*...against the background of shared goals and institutional settings*

Even if the significance of the various elements of labour market profiles might be a matter of dispute between different regional/local offices, there is general agreement on the underlying concept. Moreover, all regional/local offices have to subscribe to identical organizational goals and operate under similar (if not identical) institutional settings.

*Such a Member State perspective is not applicable on a European level*

This is no longer the case, once you move from the Member State to the European level. Neither organizational goals, nor institutional settings, nor the labour market conditions are similar, let alone identical.

*Harmonization of concepts and measurement creates a »statistical parallel world« ...*

One way to deal with such differences between Member States is to establish a kind of statistical »parallel world« from a European perspective. This statistical parallel world is based on »harmonised« concepts and methods of measurement. Within this European statistical parallel world, the issues of »comparing« Member States are similar to those of comparing regions within a single Member State. Thus harmonization allows for an easier way of evaluating Member States and carry out a ranking (and a benchmarking) of performances.

*... which has successfully put to use in the monitoring of the European Employment Strategy*

The harmonization approach in building a statistical parallel world has been rather successful on a European level. It has been very successful as a framework for the annual review process of the European Employment Strategy. This has to do with an important strong point of statistical harmonization: It creates a homogeneous perspective in term of concepts and observation.

*The »parallel statistical world« approach ...*

There are, as one would expect, weak points to be considered as well. The most important one has to do with the »parallel world« effect. Statistical harmonization can only create a homogeneous point of view when it comes to observation. It cannot homogenise the frames of reference on which decision makers in each Member State base their actions.

*... has its limits when comparing the performance of actors with different goals*

There is a substantial risk in mistaking the harmonization of statistics as homogenisation of frames of action. This risk is particularly relevant when it comes to comparing the performances of actors who pursue quite different goals and base their actions on quite different concepts of real world profiles.

*Critical issue: Should the Working Group build a parallel statistical world?*

It is (in principle) possible to define a perfectly homogeneous set of concepts and measurement procedures for indicators reflecting the performance of the Public Employment Service in each Member State. However the critical issue remains: »Is such a perfect harmonization the optimal strategy to achieve the goals the Working Group has set itself?«

Chart 3

*Comparing regional/local performance: the Member State perspective*

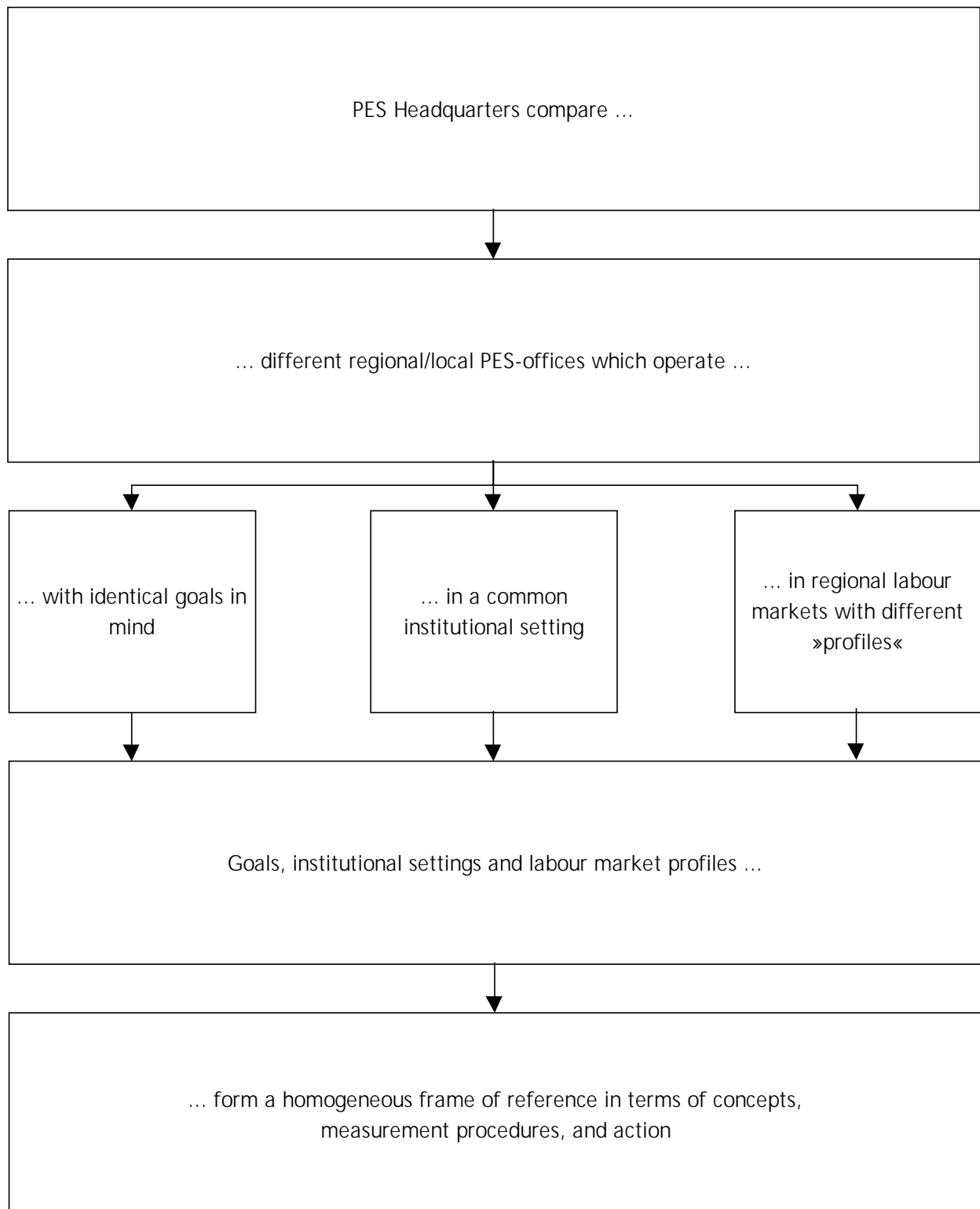
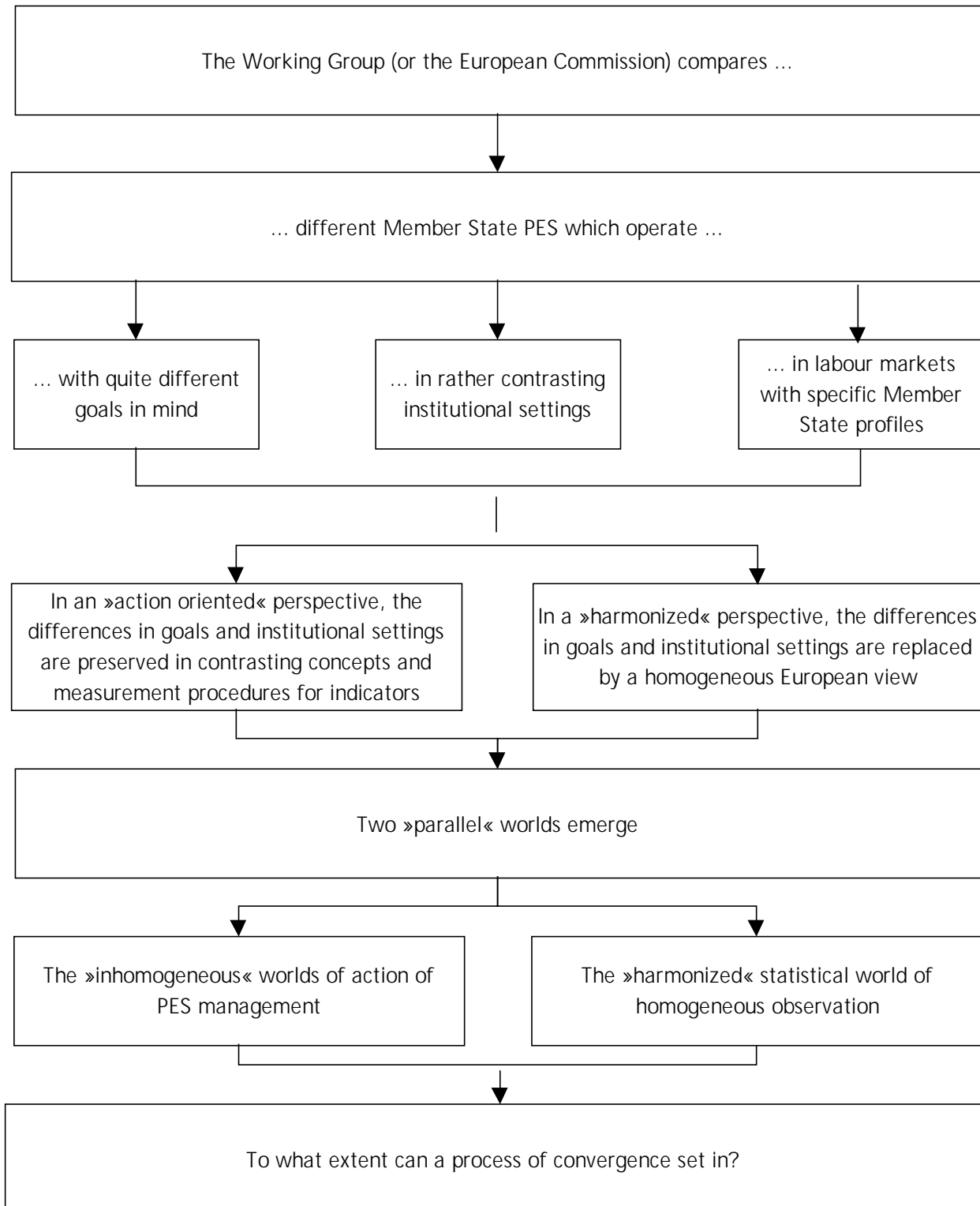


Chart 4  
*Comparing Member State performance: the European perspective*



6

***Convergence of operational definitions: some experiences of the Working Group***

*Starting with quite different views, the Working Group ...*

The Working Group on »Performance Indicators for Public Employment Services« was set up against the background of contrasting perspectives on the issues involved. Each participating Public Employment Service started with its specific goals, its typical institutional setting and its given labour market profile in mind.

*... managed to make progress toward consensus ...*

This did impede the progress towards consensus only in a few instances, at least in the beginning when the discussion in the Working Group dealt with goals and indicators at a very general level. This early progress was to be expected, since very few people would object to a goal (and a corresponding indicator) of the type: »getting the unemployed back into employment«.

*... which proved increasingly difficult once narrowly defined measurement procedures had to be agreed upon*

Achieving consensus became more difficult once the members of the Working Group had to agree on what was actually meant by »unemployment« or »employment«. With respect to »unemployment« some members suggested the concept »people without employment who are job seekers registered with the Public Employment Service«; other members suggested the concept »claimants of unemployment benefits«.

*Divergent views in the Working Group ...*

The longer the discussion went on, the further the suggestions diverged: some members of the Working Group insisted, that those people out of work who are participating in measures (»to get job ready«) are actually not unemployed. This view did not find general agreement.

*... could not be reconciled by a parallel statistical world approach*

It is interesting to note that not a single member of the Working Group promoted the idea of using the ILO definition of unemployment as a common standard. It is easy to see why this should have been so. The ILO definition of unemployment is typical of the »parallel statistical world« problem. Everybody can agree on using the ILO definition for a harmonized, survey-based monitoring of unemployment. But very few Public Employment Services find the definition congenial to their own frame of reference with respect to their action oriented mind set.

*The necessity to strike a balance (between »relevance« and »precision«) led the Working Group ...*

The extensive discussions on the pro and contra of the options available for defining »unemployment« (or for that matter »employment«) made the Working Group aware of a trade-off: when definitions of indicators proceeded along very narrowly defined lines, they gained in clarity and precision but lost in relevance for a larger group of participating Public Employment Services. Maximising precision, thus, is not an optimal strategy, given the goal of the Working Group. It is rather necessary to strike a balance between the semantic range of concepts used in indicators on the one hand and the relevance of the indicator for a large number of participating Public Employment Services on the other.

*... to pursue a procedural compromise*

Taking the »trade-off« issue seriously the Working Group settled with a procedural compromise: for many concepts underlying the various indicators, each member had a choice among various options. The choices are carefully documented and the resulting figures are entered into the joint data base.

Chart 5 and 6 give examples for such options with respect to »employment« and »unemployment«.

*Critical issue:  
Does the procedural compromise undermine a meaningful comparison?*

The procedural compromise of the Working Group seems to provide a basis for further future convergence (i.e. a reduction in the options available for measurement procedures). Nevertheless there remains a critical issue: »Is the semantic range of the concepts and measurement procedures sufficiently narrow to support meaningful comparisons of indicator values among Public Employment Services?«

Chart 5

*Options open to members of the Working Group: »Unemployment« and Employment« Indicator I*

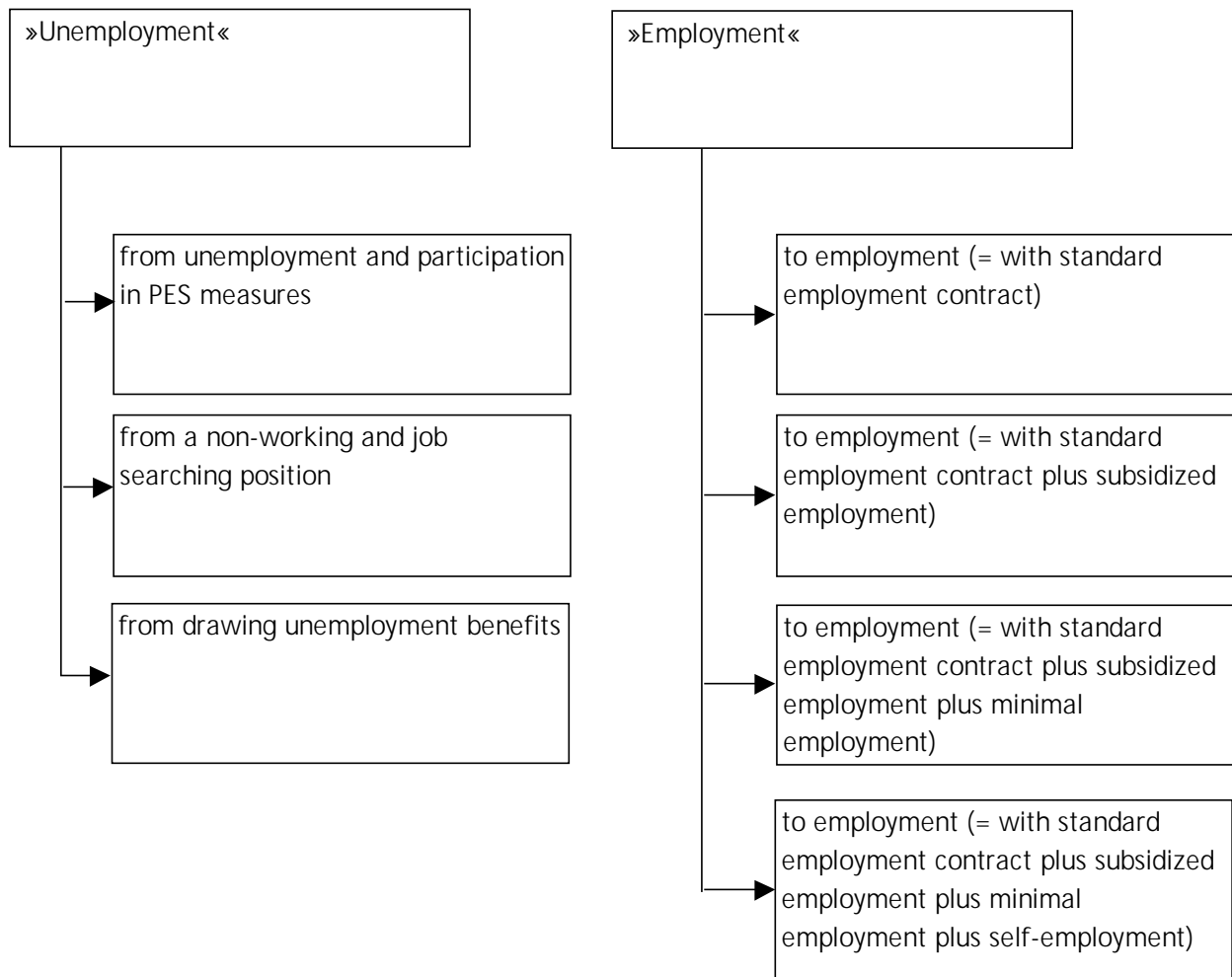
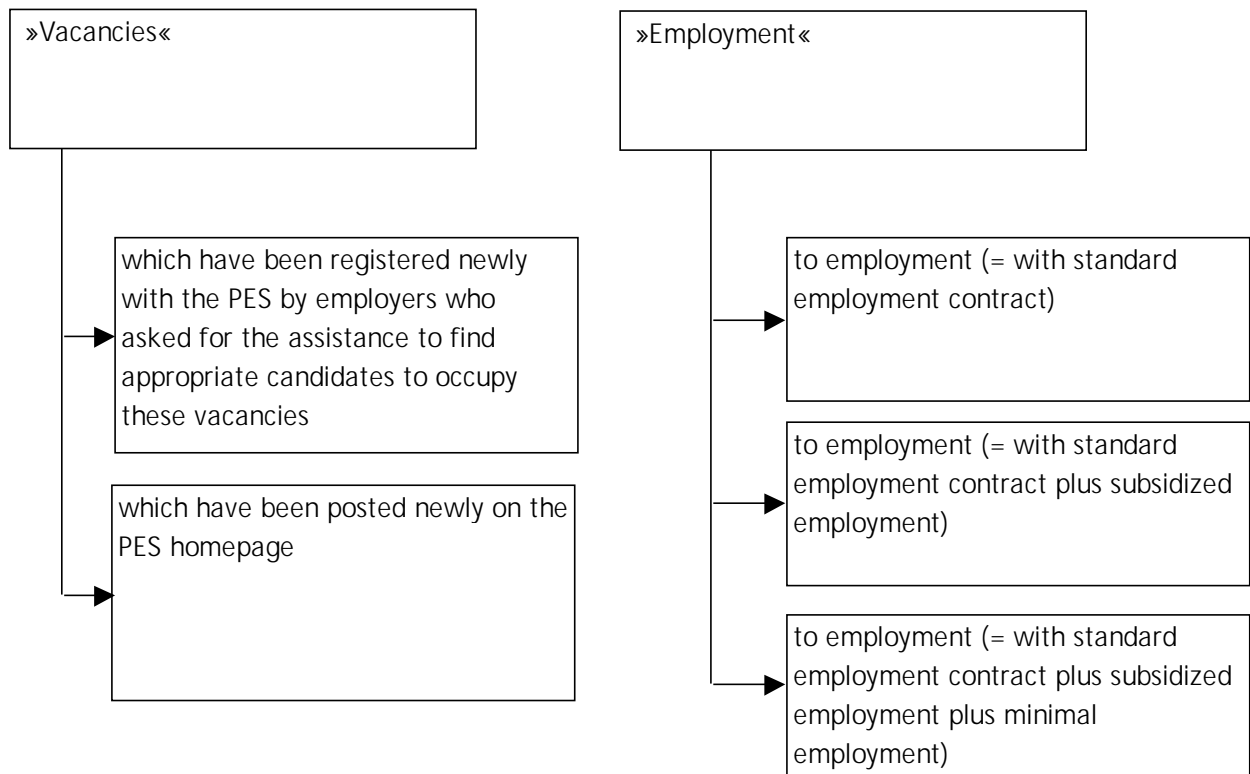


Chart 6

*Options open to members of the Working Group: »Vacancies« and »Employment« in Indicator 5*



7

***Presentation of numerical results in a comparative framework***

***Defining the position of a Public Employment Service with reference to a benchmark***

The idea of an indicator is to carry relevant information that can be expressed in a single figure. The use of indicators in a comparative exercise implies that the indicator values for a participating Public Employment Service are related to indicator values of the other members of the Working Group. To establish this relationship the Working Group has followed a »benchmarking« approach: each indicator is defined in such a way that larger values are preferable to smaller ones. For each indicator, one member of the Working Group exhibits the maximum value for the Group. This value serves as a point of reference: all values (of the various members) are expressed as fraction (or percentage) of the maximum value.

***Visual representation of PES positions by »radar charts«***

The results of this procedure are represented for one year (2003) for one member (PES 1) for all indicators (17 values) in figure 1. The figure presents the results in the format of a polygon. This can be read as follows (for the case of figure 1): in the year 2003, the Public Employment Service 1 achieved maximum values for indicators 1, 2, 6A, 7A, 7B, 9A. There are no answers for indicator 4, 9B and 9D. The indicators 3, 5, 6B, 8A, 8B, 9C, 10 and 11 are below the maximum values achieved by one of the other group members.

***Radar charts for comparing either all positions of one PES ...***

Figure 1 shows the relative position of PES 1 (in the year 2003) with respect to the »best« levels of performance within the Working Group.

The following Figure 2 shows the relative position of all members of the Working Group with respect to the performance indicator 1 (»transition from unemployment to employment«). The polygon of Figure 2 is based on the same principles as the polygon of Figure 1.

***... or all PES with respect to one indicator***

Figure 2 can be read as follows: the maximum value for indicator 1 is achieved (for the year 2003) by PES 1. PES 2, PES 6, PES 3 and PES 4 come quite close to PES 1, whereas PES 5 exhibits indicator values quite below PES 1.

*Critical issue: Do the radar charts provide insights that merit action?*

The polygons (or »radar charts«) can be used quite easily to provide a comparative picture. Their underlying principles allow for visual pattern identification. Despite this suggestive comparative results the critical issue remains:

»Do the radar charts provide insights which are sufficiently robust to merit further action by the participating Public Employment Services?«

Figure 1:

*Radar Chart Type 1: The position of a single PES with all indicators considered*

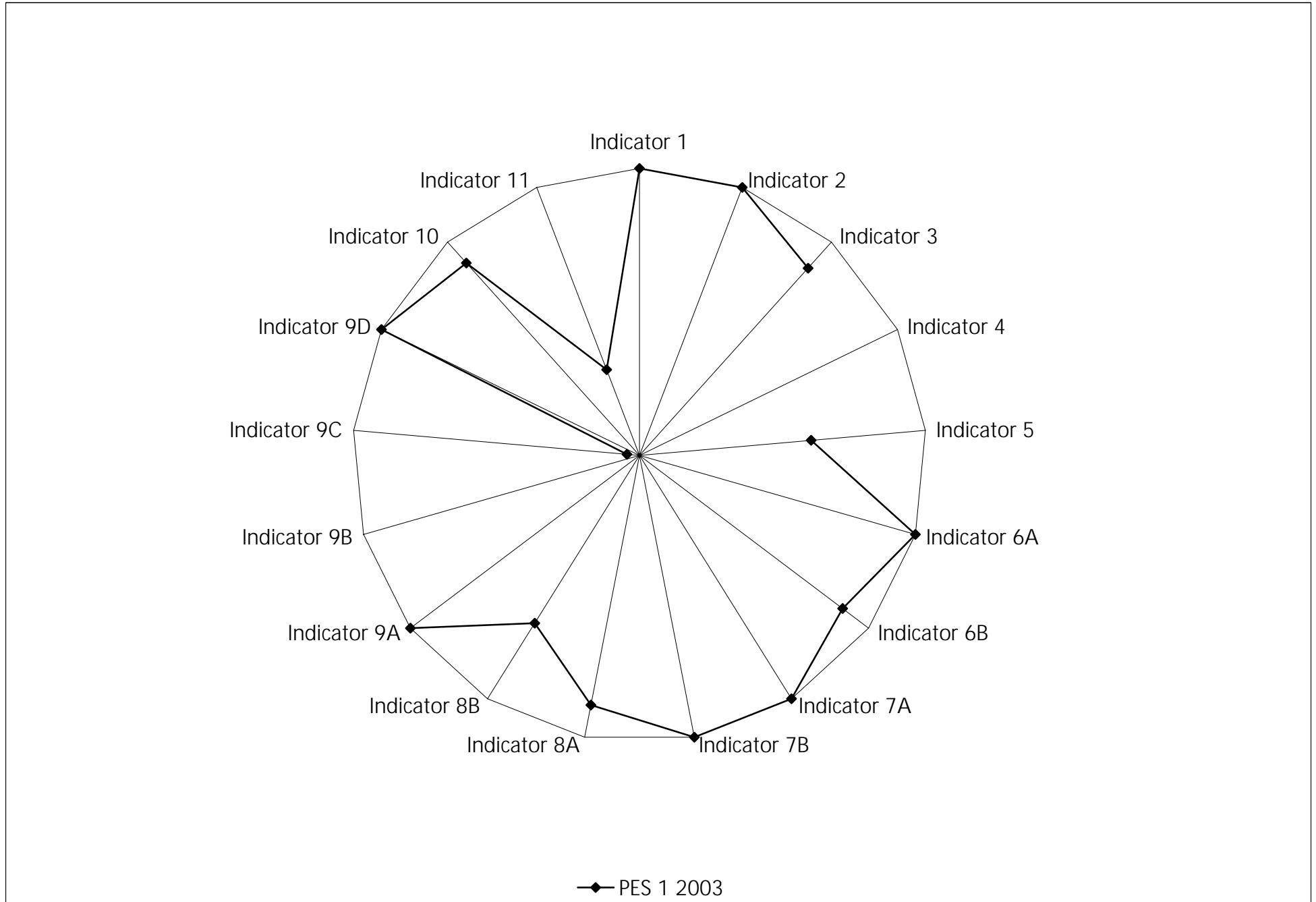
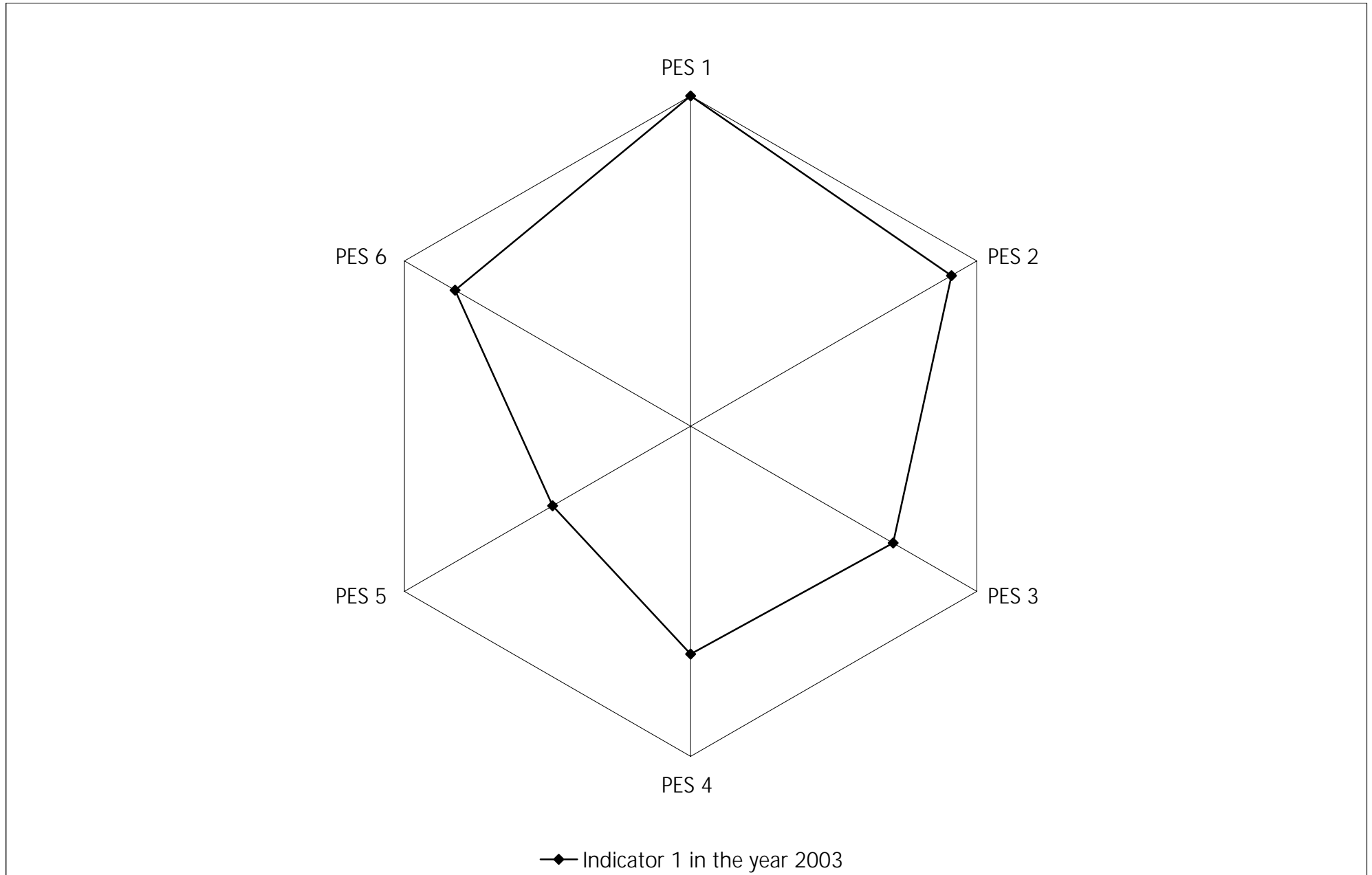


Figure 2:  
*Radar Chart Type 2: The position of all PES with one indicator considered*



## 8

### *Context matters, but in which way?*

<i>Differences in indicator values among PES ...</i>	Comparing the relative positions of PES 1 and PES 5 in figure 2, one tends to be inclined to attribute some of the differences to the specific circumstances (= »the context«) under which PES 1 and PES 5 operate.
<i>... are to be accounted for by differences in institutional settings ...</i>	Such differences in context might be linked to institutional matters. Take the example of unemployment benefits: low levels of replacement ratios might exert strong incentives to the unemployed to make a transition back into employment; this could help PES 1 to achieve high values for indicator 1, while PES 5 might have to operate under a system of high levels of replacement ratios.
<i>... and different general economic conditions, and, of course, ...</i>	Or take another example: if PES 1 operates under general economic conditions which are more favourable than in PES 5 (e.g. if the level of unemployment were lower in PES 1 than in PES 5) than it might be in a better position to ensure transition to »employment«.
<i>... differences in performance</i>	Of course, some of the differences in indicator 1 for PES 1 and PES 5 might indeed reflect different levels of performance.
<i>Comparing PES with respect to »levels of performance« ...</i>	One way to deal to some extent with »contexts« is to look into »changes« in performance, rather than into »levels« of performance. Such a procedure is depicted in Table 6. This table shows for indicator 1 a decrease on performance for all participating Public Employment Services but for PES 6. Thus PES 6 provides the benchmark for »improvement« with respect to indicator 1 (whereas PES 1 has provided the benchmark for »achievement« with respect to indicator 1).
<i>... and with respect to »improvement« (or »deterioration«)</i>	As one would expect, the differences in »improvement« (or »deterioration« for that matter) are much less pronounced than the differences in levels of achievement. Still some of these differences might be accounted for by specific changes in the context under which a participating Public Employment Service operates.

*Changes in unemployment ...*

Take the example of rising (or falling) levels of unemployment with which a Public Employment Service is confronted. The improvement of PES 6 could be (in principle) the result of a declining rate of unemployment; in fact, this has not been the case as Table 6 (bottom row, second and third column) shows.

*... and in funding ...*

Take another example: the performance of PES 6 might have improved mainly because the funds available for measures were increased. Indeed there was a (very) slight increase in expenditures on labour market programmes (as a percentage of GDP) for PES 6. The same was true, however, for PES 5 which did not manage to »improve« its value for indicator 1.

*... as »context« variables*

The examples provided should suffice to show that context matters when it comes to interpreting the relative position of a participating Public Employment Service relative to the benchmark (or relative to other participating members).

*Professional circumspection is asked for, ...*

There is, however, no way to adjust (with a generally applicable method) for such differences in context. It is a matter of professional circumspection to gauge the extent to which differences in indicator values reflect differences in performance.

*... but is it sufficient when it comes to comparisons?*

The obvious relevance of specific circumstances (i.e. context) raises the critical issue: »Does the comparison of indicator values across participating members tell us anything about differences in performance (and thus about the room for improvement)?«

Table 6

*Transition from unemployment to employment (Indicator 1): unemployment and ACMP-funds as context variables 2002*

	<i>Change of context variable</i>					
	<i>Change of indicator value 1</i>		<i>Unemployment</i>		<i>Expenditures on labour market programmes in % of GDP</i>	
	<i>Sign</i>	<i>Amount</i>	<i>Sign</i>	<i>Amount</i>	<i>Sign</i>	<i>Amount</i>
PES 1	-	0,9	+	18,6	+/-	0,00
PES 2	-	0,1	+	10,4	-	0,04
PES 3	-	2,3	+	50,0	+	0,09
PES 4	-	0,3	+	9,2	-	0,01
PES 5	-	0,2	+	16,2	+	0,04
PES 6	+	0,1	+	1,8	+	0,02

Sources:

Eurostat Harmonised series on unemployment

Eurostat Quarterly Labour Force Data (QLFD) series

OECD Data Base on Labour Market Programmes

Public Employment Services

Table 7

*Transition from short term unemployment to employment (Indicator 2): unemployment and ACMP-funds as context variables 2002*

	<i>Change of context variable</i>					
	<i>Change of indicator value 2</i>		<i>Unemployment</i>		<i>Expenditures on labour market programmes in % of GDP</i>	
	<i>Sign</i>	<i>Amount</i>	<i>Sign</i>	<i>Amount</i>	<i>Sign</i>	<i>Amount</i>
PES 1	-	0,9	+	18,6	+/-	0,00
PES 2	+	0,1	+	10,4	-	0,04
PES 3	-	0,4	+	50,0	+	0,09
PES 4	-	1,0	+	9,2	-	0,01
PES 5	-	2,8	+	16,2	+	0,04
PES 6	+/-	0,0	+	1,8	+	0,02

Sources:

Eurostat Harmonised series on unemployment

Eurostat Quarterly Labour Force Data (QLFD) series

OECD Data Base on Labour Market Programmes

Public Employment Services

9

*Benchmarking as a way of raising questions*

*»Fair judgements«  
have to be based on  
harmonized data*

The »harmonization« approach towards building up data bases (suitable for comparisons between Member States) is particularly attractive if one is interested in making »fair judgements«. A minimal requirement for a »judgement« (or »comparative evaluation«) to be considered »fair« is a (nearly) identical procedure in gathering the underlying information. This is the reason why the European Commission takes a great interest in such harmonized data for the annual review of the National Action Plans of the Member States.

*»Action oriented«  
comparisons can do  
with a (moderately)  
inhomogeneous  
data base*

Once you take less interest in making »judgements« (however »fair«) and take more interest »in raising questions«, you find the harmonization issue less pressing. This does not mean that convergence in concepts and data collection becomes totally irrelevant. They rather become a matter of secondary interest. The primary focus is on the use of the comparative data for raising relevant questions; the criterion for »relevance« is whether the answers to these questions point towards actions considered worthwhile.

*The management of  
PES takes an action  
oriented view*

It is the management of Public Employment Services in particular which takes such an action-oriented outlook. Management has little use of a purely judgmental result; judgements on the basis of imperfectly harmonized data can be »biased« in the statistical sense and, nevertheless, be of great value in stimulating action which improves performance. It is rather the »stimulus« (and not the »unbiasedness«) of benchmark results which make it worthwhile for the management of a Member State Public Employment Service to invest resources in a comparative exercise.

*The Peer Review  
Process is an other  
example of an action  
oriented approach*

It is interesting to note that the European Commission itself is obviously aware of the difference between »fair judgement« and »stimulus for action«. While the annual review of the NAPs of the Member States relies on harmonized data, the so called »Peer Review Process« proceeds without harmonization. And it is exactly the intended practical effect (»Learning from Europe«) of the Peer Review Process that makes it such a valuable part of the overall process.

*Benchmarking results  
raise questions ...*

The same is true for the »Performance Indicator« exercise of the Working Group. Its purpose is to provide benchmarks as a way of raising relevant questions. Once the management of a participating Public Employment Service learns that an indicator value is far below the benchmark value, it will ask questions:

- What are differences in the specific circumstances (»context«)?
- Is the underlying goal of the indicator part of our mission (or, for that matter, should it be part of our mission)?
- Are there examples of good practice (among other participating Public Employment Services) which could help us to improve our performance?

*...but will they lead  
to action?*

Since the results of the Working Group are supposed to be part of a process »Learning from Europe«, a critical issue has to be addressed: »Will the benchmarking results be regularly reviewed by the top management of participating Public Employment Service?«

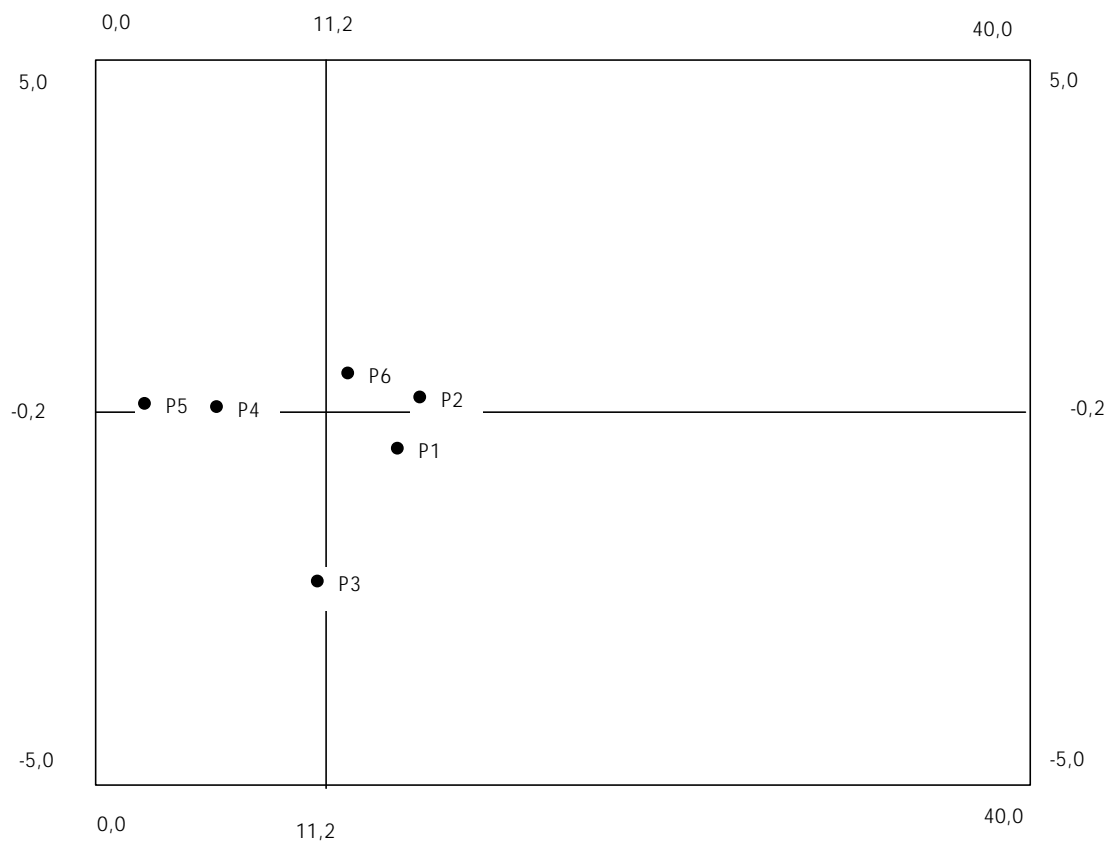
Chart 7

***Benchmarking for achievement and improvement: The meaning of the quadrant chart***

<p>Level of achievement below group median.</p> <p>Rate of change more favourable than group median.</p>	<p>Level of achievement above group median.</p> <p>Rate of change more favourable than group median.</p>
<p>Level of achievement below group median.</p> <p>Rate of change less favourable than group median.</p>	<p>Level of achievement above group median.</p> <p>Rate of change less favourable than group median.</p>

Chart 8

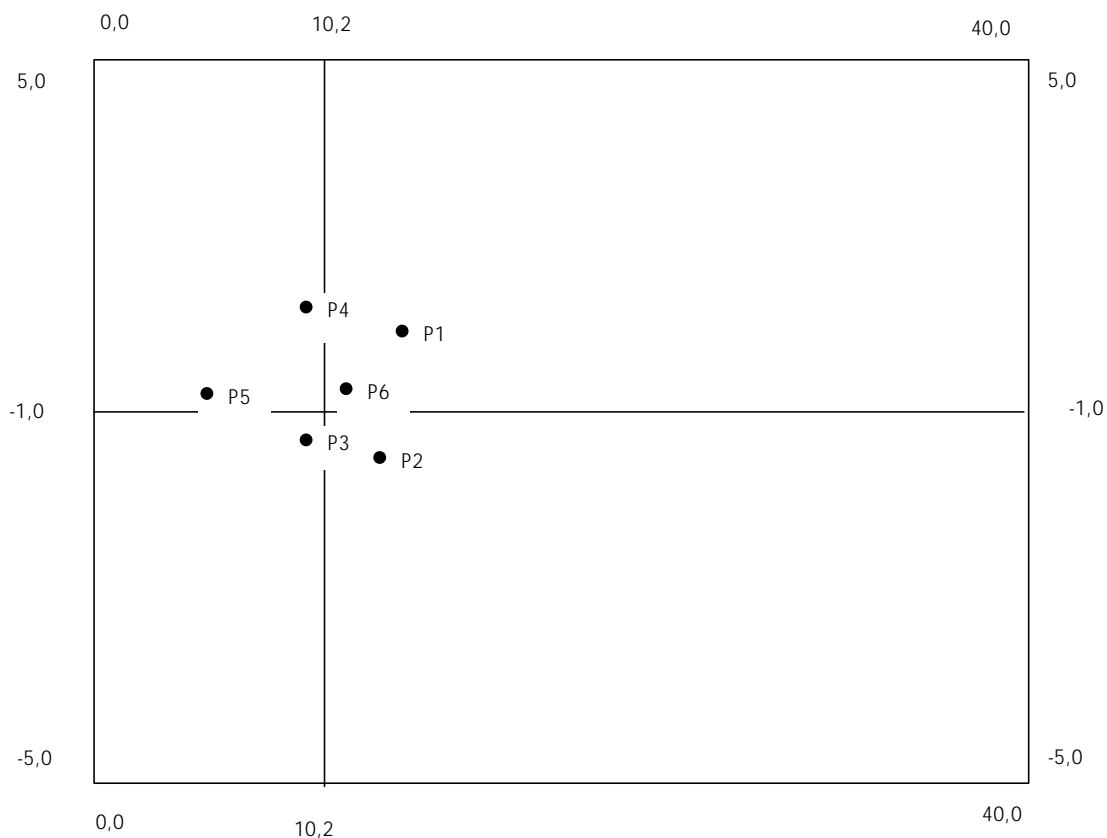
*The quadrant chart for indicator 1 («transition from unemployment to employment») in the year 2002*



	<i>Level 2002</i>	<i>Change from 2001 to 2002</i>
PES 1	13,5	-0,9
PES 2	13,8	-0,1
PES 3	10,8	-2,3
PES 4	8,9	-0,2
PES 5	7,0	-0,2
PES 6	11,5	+0,1
<b>Median</b>	<b>11,2</b>	<b>-0,2</b>

Chart 9

*The quadrant chart for indicator 1 («transition from unemployment to employment») in the year 2003*



	<i>Level 2003</i>	<i>Change from 2002 to 2003</i>
PES 1	13,4	-0,1
PES 2	12,2	-1,6
PES 3	9,4	-1,3
PES 4	9,2	+0,3
PES 5	6,4	-0,6
PES 6	11,0	-0,5
<b>Median</b>	<b>10,2</b>	<b>-0,6</b>

10

*Learning from Europe: the good practice approach*

*From benchmarks to good practice...*

The practical purpose of comparing performance indicators is to identify good practices among participating Public Employment Services. The underlying assumption is that the Public Employment Service achieving the best indicator value does something quite well in the area to which the indicator refers to. Of course, considering context, it might very well be that it is not exactly the Public Employment Service ranking top but rather the Public Employment Service in the second or the third place which is in a position to demonstrate a »good practice« to other members of the Working Group.

*... has been the guiding principle of the discussion about performance indicators ...*

The systematic discussion of good practice is an important part of the activities of the Working Group. In fact, whenever the issues of »concept and measurement procedures for performance indicators« were discussed, the members of the Working Group brought up »good reasons« for their propositions. Their »good reasons« were usually closely related to practices which were considered to be »good« (in the sense that it might be worthwhile for the other members of the Working Group to think about them).

*... and of the October 04 conference*

It is in this spirit that the Working Group decided to devote the same amount of time to »good practices« as to »performance indicators« at the October 04 conference which marks the end of the current phase of the project.

*Topics to be addressed in presentations of good practice*

When making this decision the Working Group was aware that presentations of good practices have to be carefully drafted in order to be useful. In particular a presentation (and discussion) of a good practice should explicitly address:

- how the good practice fits into the overall strategy of the Public Employment Service
- which goals (in numerical terms) the good practice is to achieve
- which underlying model of »input–output–outcome« can explain the design of the good practice
- which challenges had the implementation of the good practice to face (and how were these challenges met)
- which improvements on the original design of the good practice turned out to be useful
- whether the good practice (inputs, outputs, outcomes) is regularly monitored

- whether sceptical voices were raised (from target groups, staff, or external evaluations) with respect to the good practice

*An open discussion of good practice is envisaged, ...*

A presentation along these lines will encourage an open discussion in which not only acknowledgement and praise will be heard but sceptical or critical comments as well. In this sense, »Learning from Europe« is a two-way process in which the member presenting a good practice might be in for a lesson as well.

*... but will the weak points of a good practice get as much attention as its strong points?*

In order to be useful, the discussions about good practice have to be open minded on the part of all the members involved. This raises the following critical issue: »Will the members of the Working Group be in a position to overcome any hesitations to discuss the weak points of a good practice as much as its strong points?«

*A checklist of core questions that should be addressed in any presentation of a »good practice«*

---

What is the basic idea of the good practice?

---

How does the good practice fit into the general strategy of the PES?

---

Is a numerical target value attached to the goal the good practice is supposed to achieve?

---

Is the good practice targeted at specific groups of people?

---

How are the participants (or addressees) of the good practice selected?

---

How large is the group of participants as percentage of all potential addressees?

---

Who are the main agents of this good practice?

---

How many organizational units (in regional or functional terms) are involved?

---

Do the units involved operate

- as part of the PES?
- on a contractual basis with the PES?
- independently of the PES?

---

Which resources are made available to carry out the practice as designed?

---

Which share of the total financial resources of the PES is allocated to the good practice?

---

Has the introduction of the good practice caused a shift of PES resources away from other programmes?

---

---

Does the good practice cause »costs« (other than monetary and personnel resources) for the PES?

---

How have the employees of the PES perceived the introduction of the good practice in terms of their own performance and career with the PES?

---

Has the (potential) impact of the introduction on established routines of providing services been explicitly addressed by a »change management process«?

---

Do regional offices (or functional departments) get recognition for achieving the goal set in relation to the good practice?

---

Has the introduction of the good practice changed the perception of the quality of PES services by customers/political decision makers/ the general public?

---

Are the results of the good practice regularly monitored?

---

Have there been major revisions in the implementation of the good practice?

---

Is there room for improvement in the implementation of the good practice?

---

Has the good practice been evaluated by independent experts?

---

Has there been scepticism among (external or internal) experts vis-à-vis the good practice?

---

Are there features of the good practice which are likely to be transferable to other PES working under different conditions?

---

## 11

### *Inviting feedback: the Vienna Conference*

*The Working Group has achieved tangible results ...*

By the summer of 2004, the Working Group had proved to that it is feasible to arrive at a consensus

- about a selected list of performance indicators,
- about a limited set of options on how to carry out the measurement process in order to arrive at numerical values for the indicators,
- about a benchmarking type of comparison of the indicator values among participating Public Employment Services,
- about the use of benchmarking results as a basis for looking into good practice,
- about the issues that should be addressed when discussing good practice.

*... on which the Vienna Conference has provided feedback ...*

At this stage it seemed appropriate to invite Public Employment Service representatives of all Member States to give their feedback on the approach taken and the results achieved. This was done in the form of a conference. It took place in Vienna on 14–15 October 2004.

*... on goals, procedures, results ...*

The first half day was devoted to explaining the set up of the Working Group, its goals, its practical procedures and some benchmarking results.

*... good practices ...*

The second half day was evenly split between parallel sessions of three workshops and the presentation of two »good practices«. In the three workshops, those participants who were not Members of the Working Group gave detailed comments on the definition of the selected set of indicators.

*... and the potential interest of other European Public Employment Services*

The third half day was split between the presentation of further good practices and three parallel workshops. The latter addressed the issue of whether further Member States could conceive of participating in the Performance Indicator exercise.

*A questionnaire sent out to participants ...*

Each Member State represented at the conference answered a questionnaire which explicitly addressed the following issues:

- Are the indicators (of the selected list) already part of the management information system of the Public Employment Service of the Member State?
- Are the indicators likely to become part of the management information system (in the future)?
- Is it very unlikely that the indicators will become (in the near future) part the management information system?

*... resulted in encouraging answers ...*

The answers to these questions are considered very encouraging by the Working Group. A detailed documentation is provided in Table 8.

*... that show a strong interest in the Indicator exercise and ...*

Moreover, 21 participating Public Employment Services expressed the view that

- »the exchange of benchmark results for performance indicators« and
- »the exchange of good practices« are likely to provide »food for thought« and »inspiration« to the management of their Public Employment Service.

*... in governance issues generally*

This confirms the importance of governance issues as now emphasized in the European Employment Strategy.

Table 8

***Answers to the questionnaire sent out to participants of the Vienna Conference***

Is there the option that the following indicators can be part of the Management Information System (MIS) of your PES?

	Is already part of our MIS	Is likely to become part of our MIS	Is very unlikely to become part of our MIS	Number of Member States providing answers through their PES representatives on the conference
Indicator 1: Aiming at a successful transition from unemployment to employment	57,1%	38,1%	4,8%	21
Indicator 2: Taking a special interest that the transition to employment takes place before unemployment lasts very long	52,4%	42,9%	4,8%	21
Indicator 3: Being focused on transitions from measures to employment	52,4%	28,6%	19,0%	21
Indicator 4: Transition to a new job after a notice of separation has been served, but before drawing unemployment benefits	10,0%	15,0%	75,0%	20
Indicator 5: Opening access to a large share of vacancies through the PES information system	66,7%	14,3%	19,0%	21

	Is already part of our MIS	Is likely to become part of our MIS	Is very unlikely to become part of our MIS	Number of Member States providing answers through their PES representatives on the conference
Indicator 6: Making sure that registered vacancies are filled	61,9%	28,6%	9,5%	21
Indicator 7: Making sure that filling a registered vacancy will not take long	57,1%	23,8%	19,0%	21
Indicator 8: Achieving customer satisfaction	57,1%	42,9%	0,0%	21
Indicator 9: Implementing best practice information technology	26,3%	63,2%	10,5%	19
Indicator 10: Designing a service oriented organisational architecture	35,0%	65,0%	0,0%	20
Indicator 11: Providing sufficient resources (in terms of time) for service activities	19,0%	52,4%	28,6%	21

	Unlikely	Most likely	Number of Member States providing answers through their PES representatives on the conference
Will the exchange of benchmark results for performance indicators be food for thought to the management of your PES?	0,0%	100,0%	20
Will the presentation of good practices be a source of inspiration for the management of your PES?	0,0%	100,0%	21
Will the costs of participating in a Working Group on performance indicators and good practices be balanced by the expected benefits?	15,8%	84,2%	19

## 12 *Outlook*

The Members of the Working Group concluded from the feedback of other Member States that the Vienna Conference could be a new starting point in several directions.

### *»Technical« improvements*

On a »technical level« it provided further stimuli:

- to proceed in refining the definitions and measurement procedures for the indicators on the selected list
- to consider further indicators (either as additions on the list or as substitutes for some items)
- to develop a standardized accounting procedure for differences in benchmarking results among participating Member States
- to ensure that there is a transparent link between the results of the benchmarking exercise and the selection of good practices.

### *Presentation of good practices*

With respect to the presentation of good practices, it has become quite clear how important it is

- to formulate a set of specific questions as a starting point for the presentation
- to put the good practice presentation to a trial-run-test (of »unfriendly« challenges) in order to have all the relevant information at hand before the actual presentation
- to have a systematic follow up of the presentation of good practice with respect to »transferability« and »improvements«

### *Communication*

Regarding the communication of indicators, benchmarking results and good practices, it is indispensable

- to develop a standardized format of reporting from the Working Group
  - to the top management of the Public Employment Services involved and
  - to the European Commission
- to establish efficient lines of communication between the Working Group and other bodies engaged in similar activities in the Working Group

*Enlarging the Working Group*

Concerning the continuation of the benchmarking exercise, it seems appropriate to extend an invitation to all Member States to join the common project.

In case a larger number of PES show an interest in an active participation, it might be necessary to establish a Co-ordination Group (with 4-6 members, 2-3 of them should have participated in the Working Group). The Co-ordination Group should propose a new working structure (according to the number of PES involved) and a draft Work Programme in agreement with all PES involved.

*Mandate given to the Co-ordination Group ...*

In the case of the Co-ordination Group getting the mandate to continue the work, it will do so in accordance with a Work Programme. This Work Programme should define specific outputs for each of the following areas covered by the future Working Group(s):

- technical extensions and refinements
- enhanced effectiveness in presenting good practices
- efficient communication to Heads of Public Employment Services and the European Commission

*... will reflect the priorities set by participating PES*

Each area will be covered by an amount of work reflecting the priorities set by the heads of the participating PES who give the future Working Group(s) the mandate to continue.

*The costs of ...*

Participation in the Working Group involves costs. These costs come under four headings:

*... participation and presentation ...*

- The time resources the representatives of the Member States have to draw upon for their participation in the Working Group (about 4 meetings in 12 months).

*... data collection ...*

- The time spent on calculating the indicator values for one's own Public Employment Service (these costs should become negligible once the indicators are incorporated in the Management Information System).

*... external support by consultancy team...*

- The budget for external support which is (in the experience of the Working Group) indispensable in order to make fast progress.

*... and travelling ...*

- Cost items related to travelling.

*... will have to be borne by the Group Members ...*

The costs have to be borne by the Member States in the Working Group. Financial support by the European Commission is an option dependent on how well the Work Programme coincides with the current programmes of the Commission.

*... who join because  
they expect that the  
results are worthwhile  
the costs*

Of the 21 Public Employment Services which filled in the questionnaire, 19 have taken the view that the costs of participating will most likely be balanced by the expected benefits. This is exactly the outlook of the Working Group itself.

Chart 10

*A Co-ordination Group with a clear mandate, work programme and reporting system*

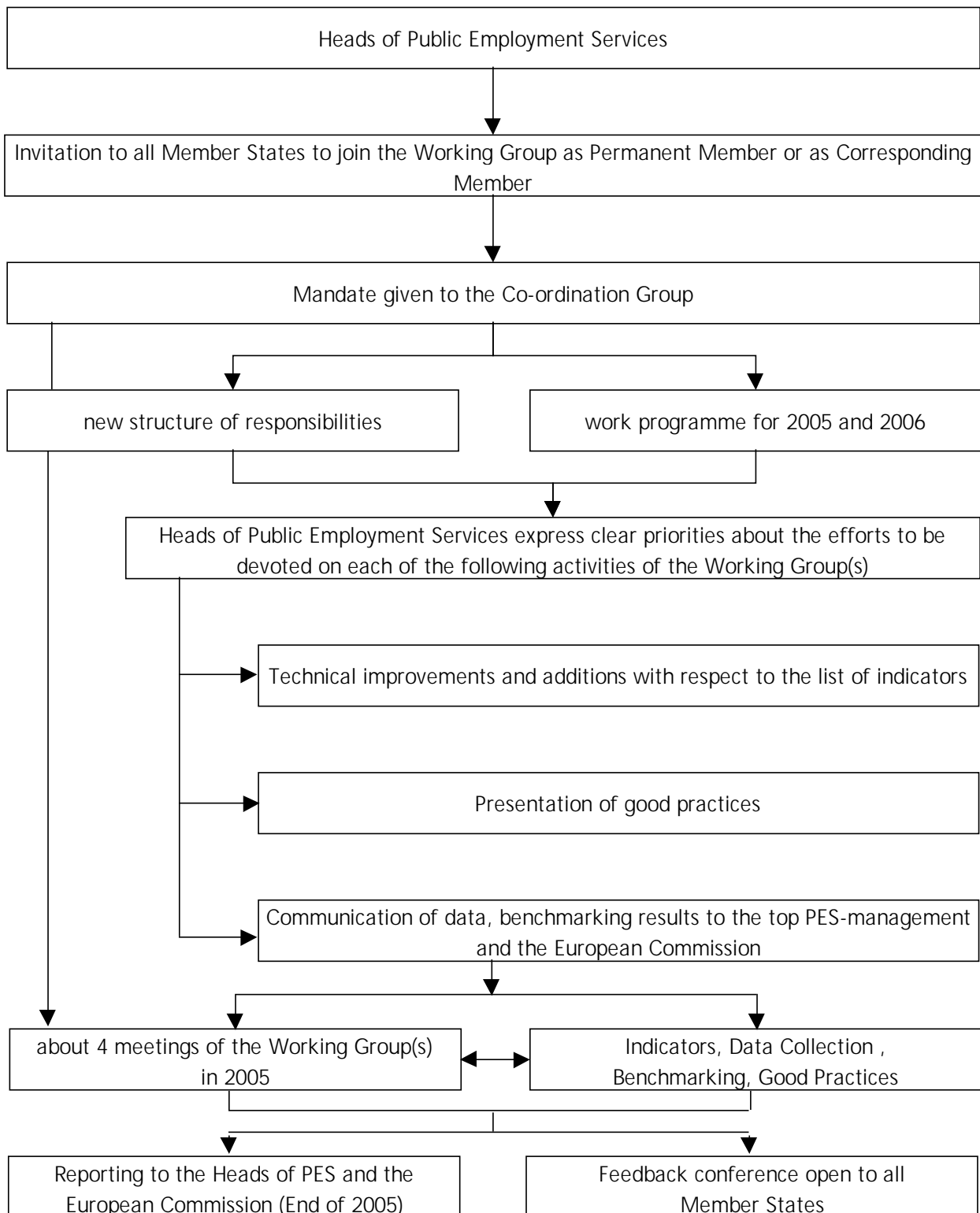


Table 9

**List of participating Public Employment Services and their representatives in the Working Group**

<p>1. Public Employment Services continuously taking part in the discussions of the Working Group during the period December 2002 and October 2004</p> <ul style="list-style-type: none"> <li>• Arbeitsmarktservice Österreich (AMS) <ul style="list-style-type: none"> <li>– Gudrun Nachtschatt: <a href="mailto:gudrun.nachtschatt@001.ams.or.at">gudrun.nachtschatt@001.ams.or.at</a></li> <li>– Dr. Peter Oberbichler: <a href="mailto:peter.oberbichler@001.ams.or.at">peter.oberbichler@001.ams.or.at</a></li> </ul> </li> <li>• Arbetsmarknadsstyrelsen Sweden (AMS) <ul style="list-style-type: none"> <li>– Eva Hall: <a href="mailto:eva.hall@ams.amv.se">eva.hall@ams.amv.se</a></li> <li>– Ulf Göranson: <a href="mailto:ulf.goranson@ams.amv.se">ulf.goranson@ams.amv.se</a></li> <li>– Torbjörn Wallin: <a href="mailto:torbjorn.wallin@ams.amv.se">torbjorn.wallin@ams.amv.se</a></li> </ul> </li> <li>• Centrum Voor Werk En Inkomen (CWI) <ul style="list-style-type: none"> <li>– Theo Keulen: <a href="mailto:theo.keulen@cwinet.nl">theo.keulen@cwinet.nl</a></li> </ul> </li> <li>• Institut für Arbeitsmarkt- und Berufsforschung (IAB) und Bundesagentur für Arbeit (BA) <ul style="list-style-type: none"> <li>– Regina Konle-Seidl: <a href="mailto:regina.konle-seidl@iab.de">regina.konle-seidl@iab.de</a></li> <li>– Britta Lüdeke: <a href="mailto:Britta.Luedeke@arbeitsagentur.de">Britta.Luedeke@arbeitsagentur.de</a></li> </ul> </li> <li>• Vlaamse Dienst voor Arbeidsbemiddeling en Beroepsopleiding (VDAB) <ul style="list-style-type: none"> <li>– Bart Delbeke: <a href="mailto:bart.delbeke@vdab.be">bart.delbeke@vdab.be</a></li> </ul> </li> </ul>
<p>2. Public Employment Services which took an active interest (at some stage) in the discussions in the Working Group</p> <ul style="list-style-type: none"> <li>• Arbeitsamt der deutschsprachigen Gemeinschaft Belgium (ADG) <ul style="list-style-type: none"> <li>– Christiane Lentz: <a href="mailto:christiane.lentz@adg.be">christiane.lentz@adg.be</a></li> </ul> </li> <li>• Arbejdsmarkedetsstyrelsen Danmark (AMS) <ul style="list-style-type: none"> <li>– Christian Bak: <a href="mailto:kba@ams.dk">kba@ams.dk</a></li> </ul> </li> <li>• Direktion für Arbeit Arbeitsmarkt / Arbeitslosenversicherung (seco) <ul style="list-style-type: none"> <li>– Simon Röthlisberger: <a href="mailto:simon.roethlisberger@seco.admin.ch">simon.roethlisberger@seco.admin.ch</a></li> </ul> </li> <li>• Amt für Arbeitsmarktbeobachtung Provinz Bozen <ul style="list-style-type: none"> <li>– Elena Breda: <a href="mailto:elena.breda@provinz.bz.it">elena.breda@provinz.bz.it</a></li> <li>– Stefan Luther: <a href="mailto:stefan.luther@provinz.bz.it">stefan.luther@provinz.bz.it</a></li> </ul> </li> <li>• Zavoda RS za zaposlovanje Slovenia (ZRSZ) <ul style="list-style-type: none"> <li>– Traudi Mihalič: <a href="mailto:traudi.mihalic@ess.gov.si">traudi.mihalic@ess.gov.si</a></li> <li>– Alenka Gorše Dolinar: <a href="mailto:alenka.gorse@ess.gov.si">alenka.gorse@ess.gov.si</a></li> </ul> </li> </ul>

Table 10

*List of papers serving as input for discussions in the Working Group*

**Current Edition**

- Red Paper Series
  - Data Base (RPS 04 08 01)
  - The significance of the various indicators for each Public Employment Service participating in the Working Group (RPS 04 08 05)
  - Performance Indicators: The Radar Chart Approach (RPS 04 08 06)
  - Benchmarking for Achievement and Improvement: The Quadrant Approach RPS Series (04 08 07)
  
- Blue Paper Series
  - Imperfect convergence: A list of the differences in defining the various indicators for the purpose of operational measurement (BPS 04 08 01)
  
- Yellow Paper Series
  - Questionnaire Stage 2 (YPS 04 06 01)
  - Good Practice: A format for a presentational summary (YPS 04 05 02)
  - Questionnaire for conference participants: The use of indicators in your »home base« (YPS 04 08 03)
  - Suggested agenda for each of the three parallel Workshops on Performance Indicators (YPS 04 08 04)
  - Good Practice: The Netherlands (YPS 04 08 05)
  - Good Practice: Austria (YPS 04 08 06)
  - Good Practice: Sweden (YPS 04 08 07)
  - Good Practice: Belgium (YPS 04 08 08)
  - Good Practice: Germany (YPS 04 08 09)
  
- Green Paper Series
  - Performance Indicators for Public Employment Services: A report of the Working Group on Stage 2 (GPS 04 11 01)
  - Performance Indicators for Public Employment Services: A report of the Working Group on Stage 2 (GPS 04 08 01)

Table 10 – continued

*List of papers serving as input for discussions in the Working Group*

***Previous Editions***

- Red Paper Series
  - Data Base (RPS 04 06 01)
  - Data Base (RPS 04 06 01)
  - Data Base (RPS 04 05 01)
  - Data Base (RPS 04 03 01)
  - Data Base (RPS 04 02 01)
  - Data adjustments and context variables (RPS 04 03 02)
  - Benchmarking for achievement and improvement (RPS 04 03 03)
  - Context variables: some econometric exercises with respect to the Performance Indicator 1 (RPS 04 05 04)
  
- Yellow Paper Series
  - Questionnaire Stage 2 (YPS 04 05 01)
  - Questionnaire Stage 2 (YPS 04 04 01)
  - Questionnaire Stage 2 (YPS 04 02 01)
  - Questionnaire Stage 2 (YPS 03 11 01)
  - Good Practice: A format for a presentational summary (YPS 04 05 02)
  - Good Practice: A format for a presentational summary (YPS 04 03 02)
  - Questionnaire for Conference Participants: the use of indicators in your »home base« (YPS 04 06 03)
  - Suggested agenda for each of the three parallel Workshops on Performance Indicators (YPS 04 06 04)
  
- Green Paper Series
  - Performance Indicators for Public Employment Services: A report of the Working Group on Stage 1 (GPS 03 05 01)

*Impressum*

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Treustraße 35–43  
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Wien 2004