

# *PES-Performance, Benchmarking and Good Practice*

Overview  
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## *Preface*

In fall 2004, the Austrian Public Employment Service »AMS« took the initiative to start the second stage of the project »Mutual learning - Benchmarking among Public Employment Services«. A Working Group was set up. It extended invitations to join the Working Group to all Member States.

Thirteen Participating Partners were involved in the Working Group:

- Arbeitsmarktservice AMS – Austria
- Arbetsmarknadsstyrelsen AMS – Sweden
- Office Régional Bruxellois de l'Emploi ORBEM-BGDA – Belgium/Brussels
- Vlaamse Dienst voor Arbeidsbemiddeling en Beroepsopleiding VDAB – Belgium/Flanders
- Ministry of Labour – Finland
- Agence Nationale Pour l'Emploi ANPE – France
- Bundesagentur für Arbeit – Germany
- Foras Áiseanna Saothair FÁS – Ireland
- State Employment Agency NVA – Latvia
- Centrale Organisatie Werk en Inkomen CWI – The Netherlands
- Central Office of Labour – Slovakia
- Employment Service of Slovenia ESS – Slovenia
- Jobcentre Plus – United Kingdom

The Working Group has received financial support from the European Commission »DG Employment and Social Affairs«.

Once established, the Working Group set itself four tasks:

- to draw up a list of selected performance indicators
- to build a data base for those indicators
- to establish a benchmarking procedure bearing the different contexts in mind under which the public employment services operate
- to organize an exchange of good practices.

In order to achieve its ambitious tasks, the Participating Partners asked the Austrian AMS to assume the responsibility of project leader and secretariat for the Working Group.

The project leader, AMS Austria, regularly consulted a Co-ordination Group in which the representatives of VDAB Flanders, CWI The Netherlands and ESS Slovenia offered their advice.

A group of consultants (ÖSB Consulting and Synthesis Research) was selected (on the basis of a tender) to prepare the decisions taken by the Participating Partners 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 Participating Partner. It rather represents a view which seems acceptable to the Working Group as a whole.

Some Participating Partners have asked that the figures forwarded (and thus the benchmarking results) should be treated with some confidentiality. They felt that this requirement is to some extent already met when the Participating Partners are identified by letters of the alphabet rather than by their proper names. There exist, of course, versions of the data base where the Participating Partners are fully identified.

This report might be subject to revision. Comments and suggestions are welcome.

For the team of consultants:  
Prof. Michael Wagner-Pinter

Vienna, June 2007

### ***Structure of the final report***

The final report is organized in a modular way. It consists of several reports. Each report addresses itself to a specific audience:

#### ***Overview***

- PES-Performance: Benchmarking and Good Practice (This »Overview« addresses readers who take a general interest in the project)

#### ***Reports***

- Report 1:  
Benchmarking of PES Performance Indicators 2004
  - Report 2:  
Benchmarking of PES Performance Indicators 2005
  - Report 3:  
Selected Good Practices
- (Reports 1 to 3 address the Participating Partners and the European Commission)

#### ***Technical Notes***

- Technical Note 1:  
Operational definition of performance indicators
  - Technical Note 2:  
Measurement procedures
- (Technical Notes 1 to 2 address specialists (working with the Participating Partners or the European Commission) who wish to gain detailed insight into the procedures applied)

#### ***Background Information***

- PES Background and Content Information (2005)
- (The »PES Background and Content Information« documents the scope and scale of activities of the participating PES)

#### ***Copyright***

It should be noted that the Participating Partners reserve the copyright on the numerical information they have forwarded for benchmarking purposes. Whoever wishes to make public use of these data is asked to contact the project leader (AMS Austria) or the respective Participating Partners.

### *Executive Summary*

<i>Mutual learning ...</i>	»Mutual Learning - Benchmarking among Public Employment Services« has been the second stage of a project that started its pilot phase in 2002.
<i>... organized by the Working Group</i>	A Working Group of thirteen Participating Partners (each representing a public employment service) achieved within 18 months the following tasks, set by the Heads of PES network.
<i>Performance indicators representing PES goals: the starting point</i>	<p>A list of seven performance indicators was established. It mirrors the following goals which are central to most of the Participating Partners performance.</p> <ul style="list-style-type: none"><li>• Aiming at a successful transition from unemployment to employment.</li><li>• Taking a special interest that the transition to employment takes place fast.</li><li>• Being focused on transitions from ALMP-training measures to employment.</li><li>• Opening access to a large share of vacancies through the PES information system.</li><li>• Making sure that registered vacancies are filled.</li><li>• Achieving satisfaction among customers (unemployed job seekers and employers respectively).</li></ul>
<i>Joint database to proceed towards measurement</i>	A data base on performance (as captured by the indicators) has been set up. It covers the period 2000–2005 (for some indicators and for some of the Participating Partners the period 2000–2006).
<i>Benchmarking results raise questions</i>	A cross-sectoral benchmarking (covering all of the Participating Partners) has been carried out for 2004 and 2005. Even accounting for differences in »missions« and »contexts«, there is a remarkable variation in performance. This observation gives cause to raise questions about strategies and practices.
<i>Top scores based on good practices?</i>	The Working Group has encouraged Participating Partners achieving top benchmarking scores (or remarkable increases in performance scores) to present good practices that contribute to performance. About 15 good practices were presented and about half of them thoroughly discussed.

*Exchange on practices  
and their impact on  
core processes*

The presentation (and discussion) of good practices makes use of a questionnaire that asks for a general description about the impact of the practice on core processes and on the perception and the evaluation of the good practice presented.

*A stable procedure  
has been set in place*

The Working Group has been confident that the results achieved provide a stable framework to continue with benchmarking and the exchange of good practice. It would be worthwhile for all Member State public employment services to join as Participating Partners.

*How to go on?*

The final decision on whether and how to continue has to be taken by the Heads of PES network.

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# 1

## *PES-Core processes*

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- Public employment services: a variety of models
- Tasks and activities: common ground and differences
- Job seekers: core PES activities
- Employers: core PES activities

## 1.1

**Public employment services: a variety of models**

<i>Shared goals, differences in strategies</i>	Getting the unemployed back to work and filling job openings as fast as possible are two goals most political decision makers would agree upon easily. There seems to be however less consensus on how to achieve these goals in an effective and equitable manner.
<i>Which part to play by the PES?</i>	Such differences in the choice of strategies and programmes are reflected in the specific roles assigned to public employment services as major institutional players in the implementation of labour market policies.
<i>To focus on the »job ready« or on the »hard to place«?</i>	Some Member States prefer their public employment service to get involved only with those job seekers who are deemed to be already job ready. Other Member States take the opposite view: they ask their public employment service to limit their services to those job seekers who seem hard to place.
<i>Core tasks and »additional activities«</i>	A survey carried out among the thirteen PES represented in the Working Group reveals both, a shared core of activities and a substantial variation of »additional« tasks to be covered by the PES.
<i>From »labour market information« to »work permits«</i>	All PES participating in the Working Group »provide employment information, counsel unemployed job seekers and make referrals to job vacancies«; but only one in two PES are involved in »approving or issuing work permits to migrant workers«.
<i>Common mission ...</i>	Bearing such differences in mind, the Participating Partners have agreed to define their common mission as: <ul style="list-style-type: none"> <li>– job seekers and</li> <li>– employers.</li> </ul>
<i>... and specific core processes</i>	This mission defines two areas of PES core processes, which cover specific tasks ranging from the provision of general job market information to training (offered to unemployed job seekers) or to supporting the search for candidates suitable for vacancies (offered to employers).

Chart 1

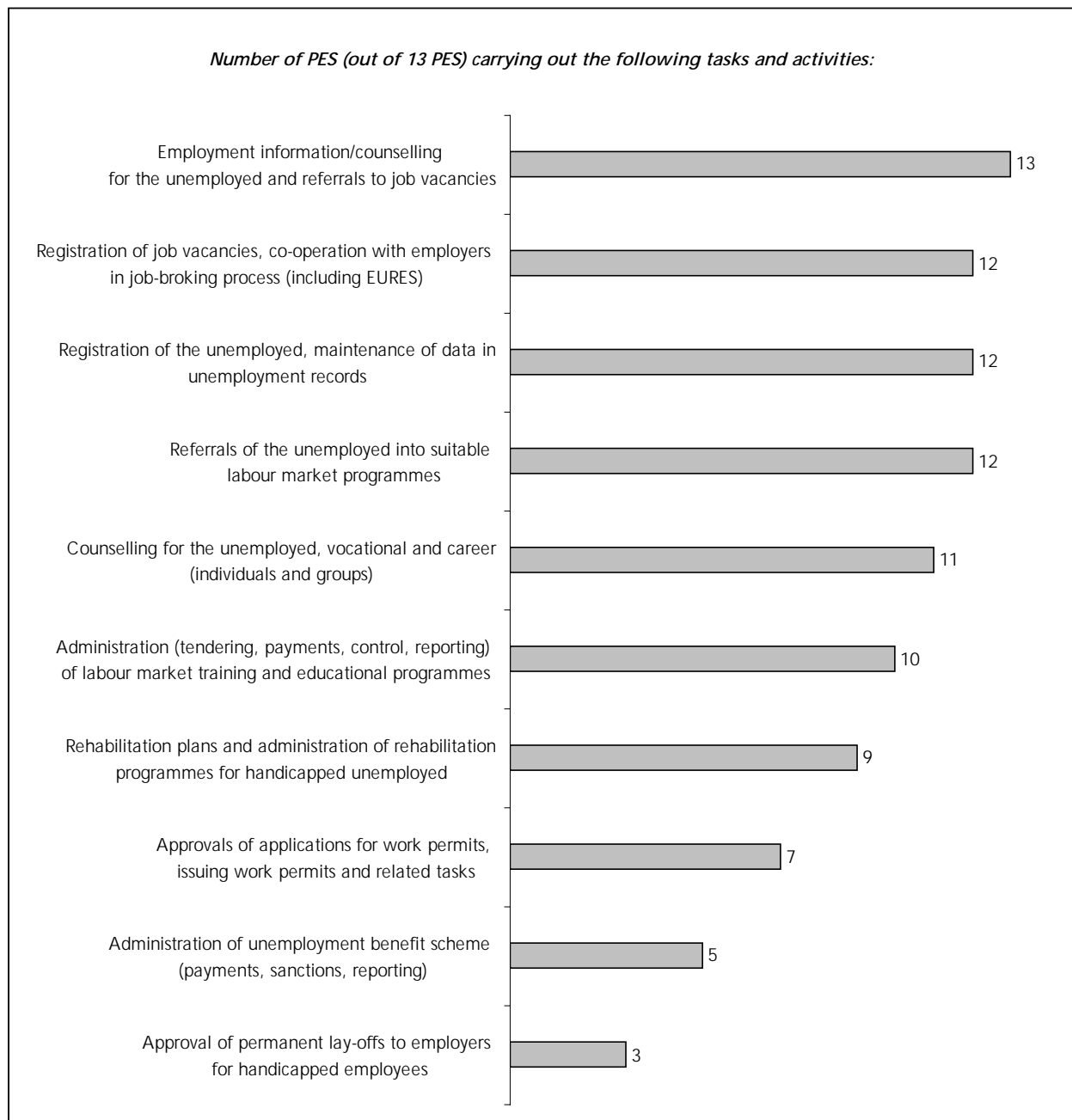
*Tasks and activities: common ground and differences*

Chart 2  
*Job seekers: core PES activities*

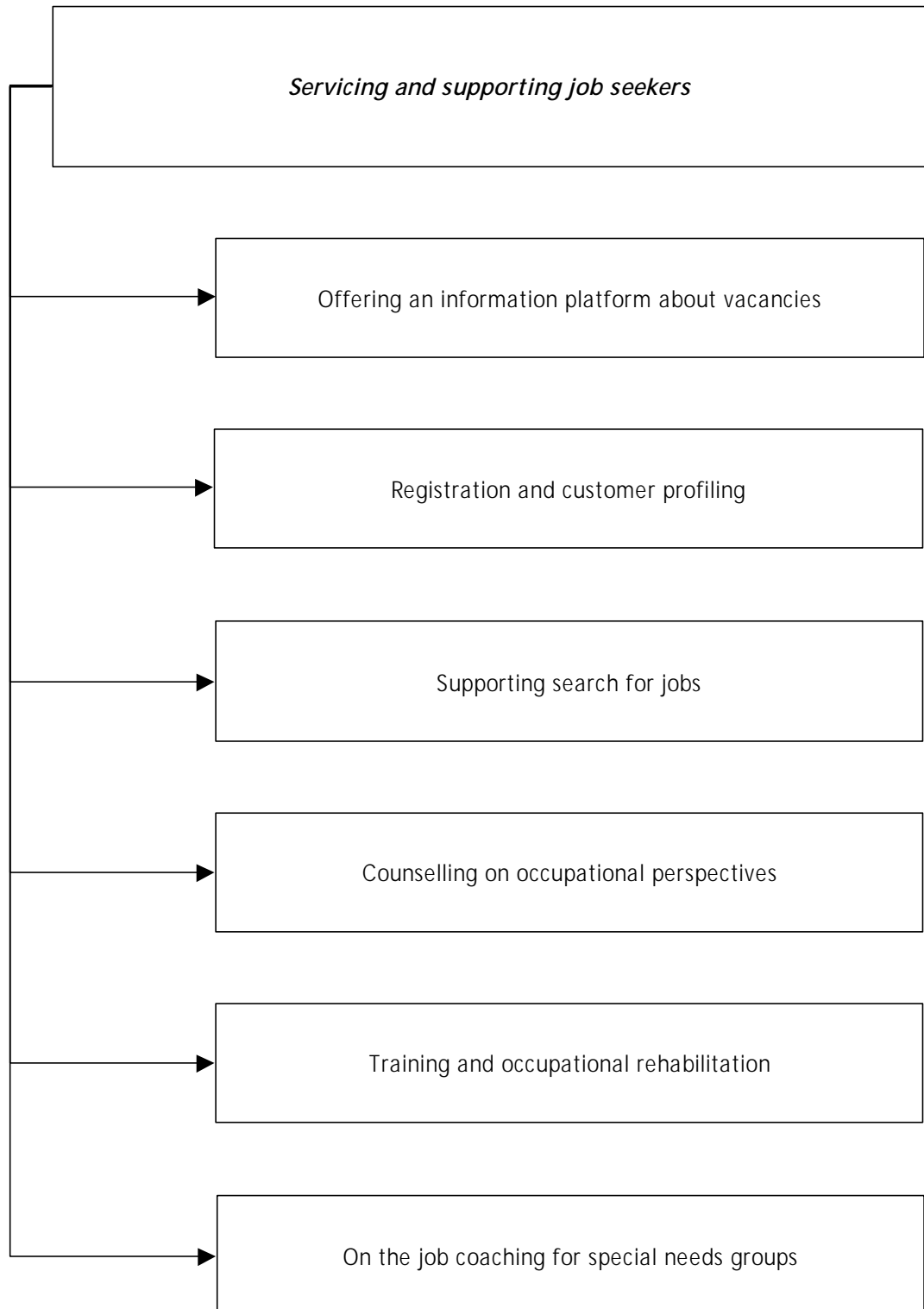
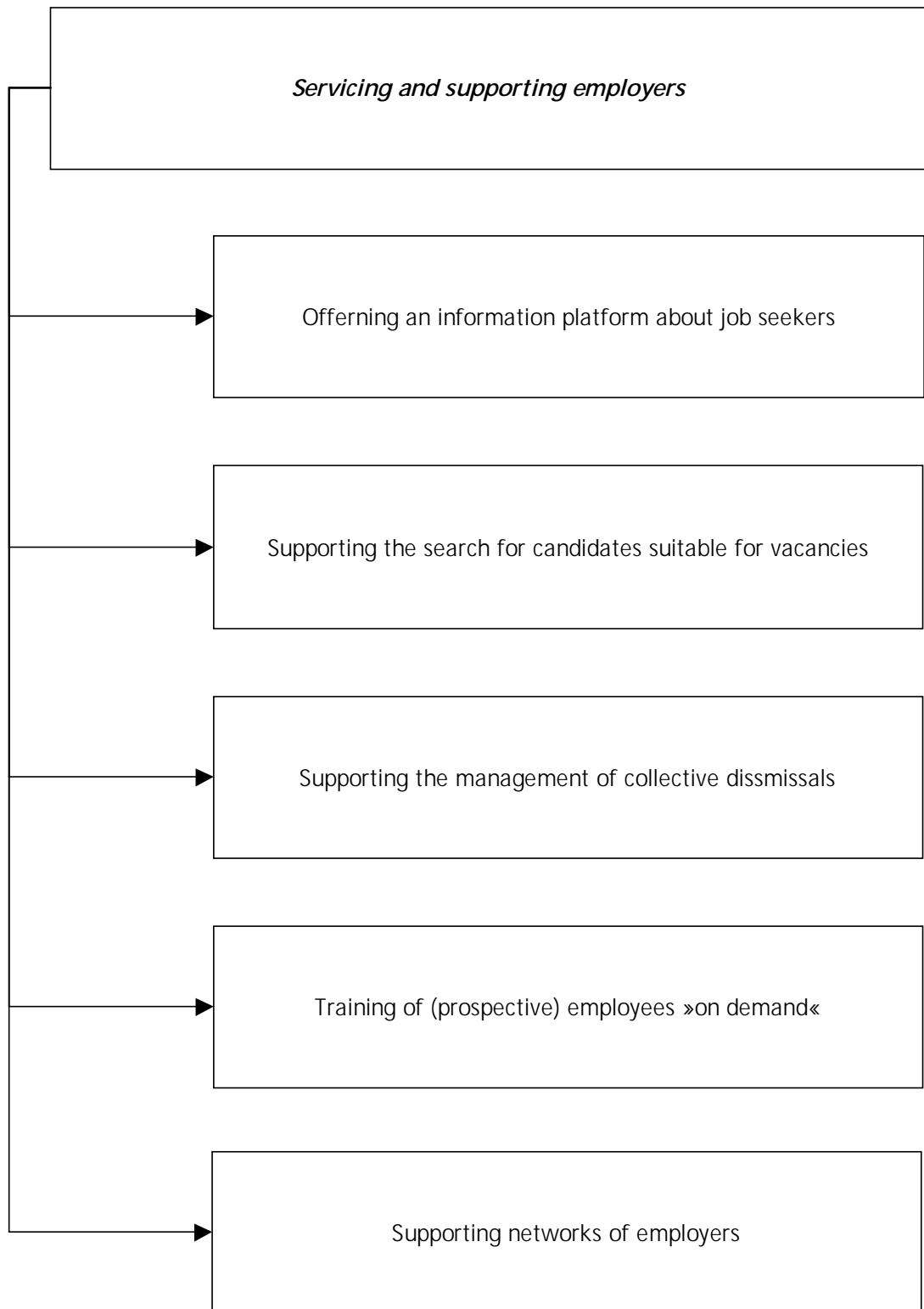


Chart 3  
*Employers: core PES activities*



## 2

### *Input, Output, Outcomes*

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- Managing public employment services
- From inputs to output
- A triangle of PES performance
- A portfolio of core PES goals

## 2.1

### *Managing public employment service*

*Focusing on personnel, technology and budgeting*

Generally, the management of public employment services finds itself in a position to deliver a broad range of services with rather limited resources available. To manage the evolving input-output-relationships in an effective and efficient way, public employment services focus on personnel, technology and budgeting.

*Technology and the channels of delivery*

Technology is receiving an ever increasing amount of attention. The fast spread of ICT among the customers of PES has put the issue of »channels of service delivery« to the forefront of organizational development of public employment services.

*Upgrading human resources*

Opening up new channels of delivery and implementing ICT for back office use has substantially changed the job profile (and often the numbers) of PES-employees. To keep up with the pace of innovation, employees have to tap a broader pool of competencies and engage actively in upgrading their knowledge base. This proves to be a formidable task of PES personal management.

*Value added for money spent*

When taking decisions on technology and personnel, PES management is keenly aware that it has to show value added in PES services for all the money it spends on resources. In some Member States, PES management has to enter into formal »contracts« with top political decision makers about targets to be achieved for a given fiscal year.

*PES enter (implicit) contracts on performance*

The targets set in such »contracts« refer, in fact, to the outcomes (rather than just the output) of PES activities. Outcomes, of course, are not directly controlled by PES management; they are the result of an interaction between PES output and the environment on which it impacts.

*Targets set*

The three types of targets most commonly set by political decision makers for PES management refer to

- the successful transition from unemployment to employment
- the rapid filling of available job vacancies
- a high degree of satisfaction of PES customers

It is those three areas (among others) where PES performance has to prove its worth.

Chart 4  
*From input to output*

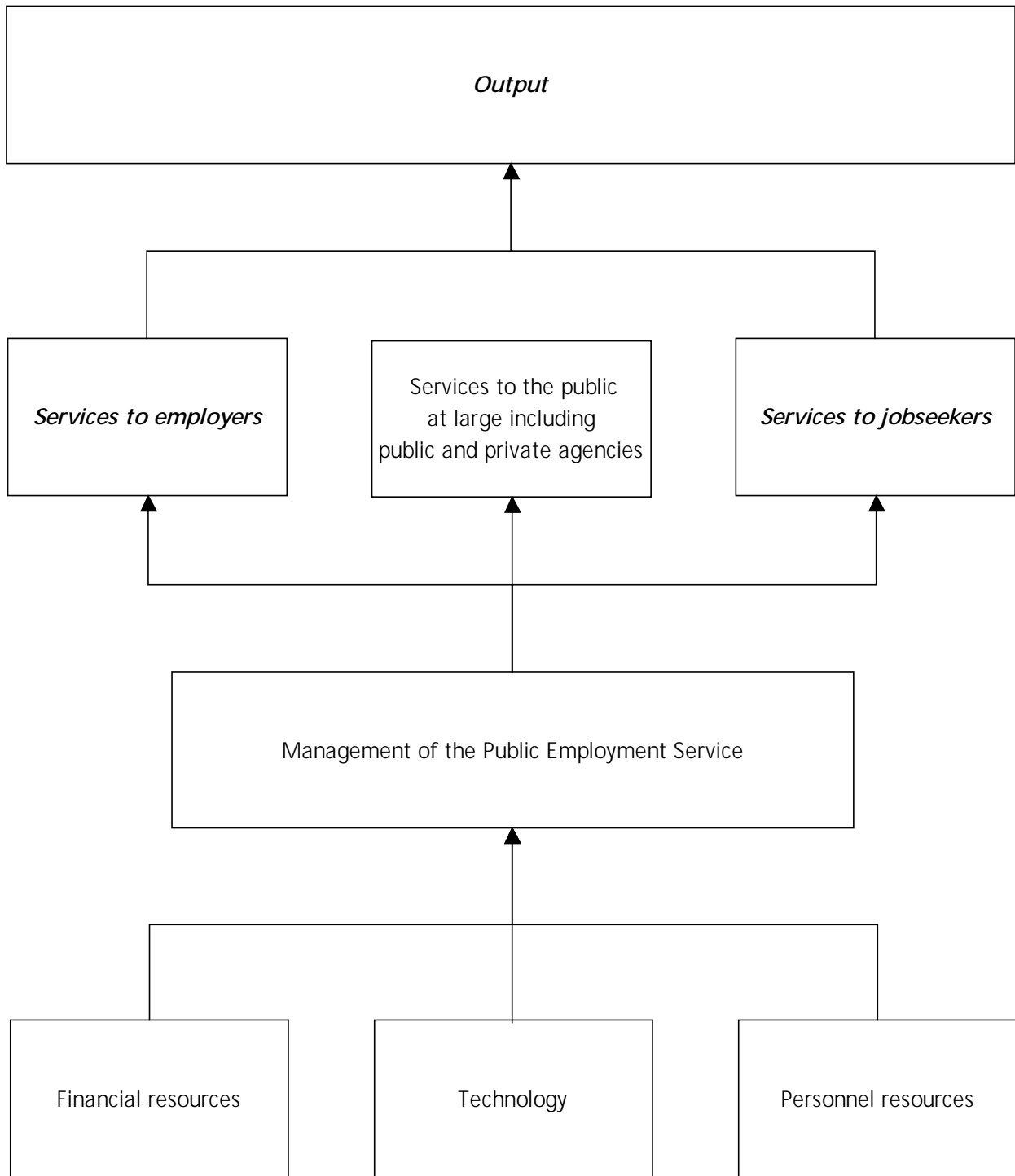


Chart 5  
*A triangle of PES performance*

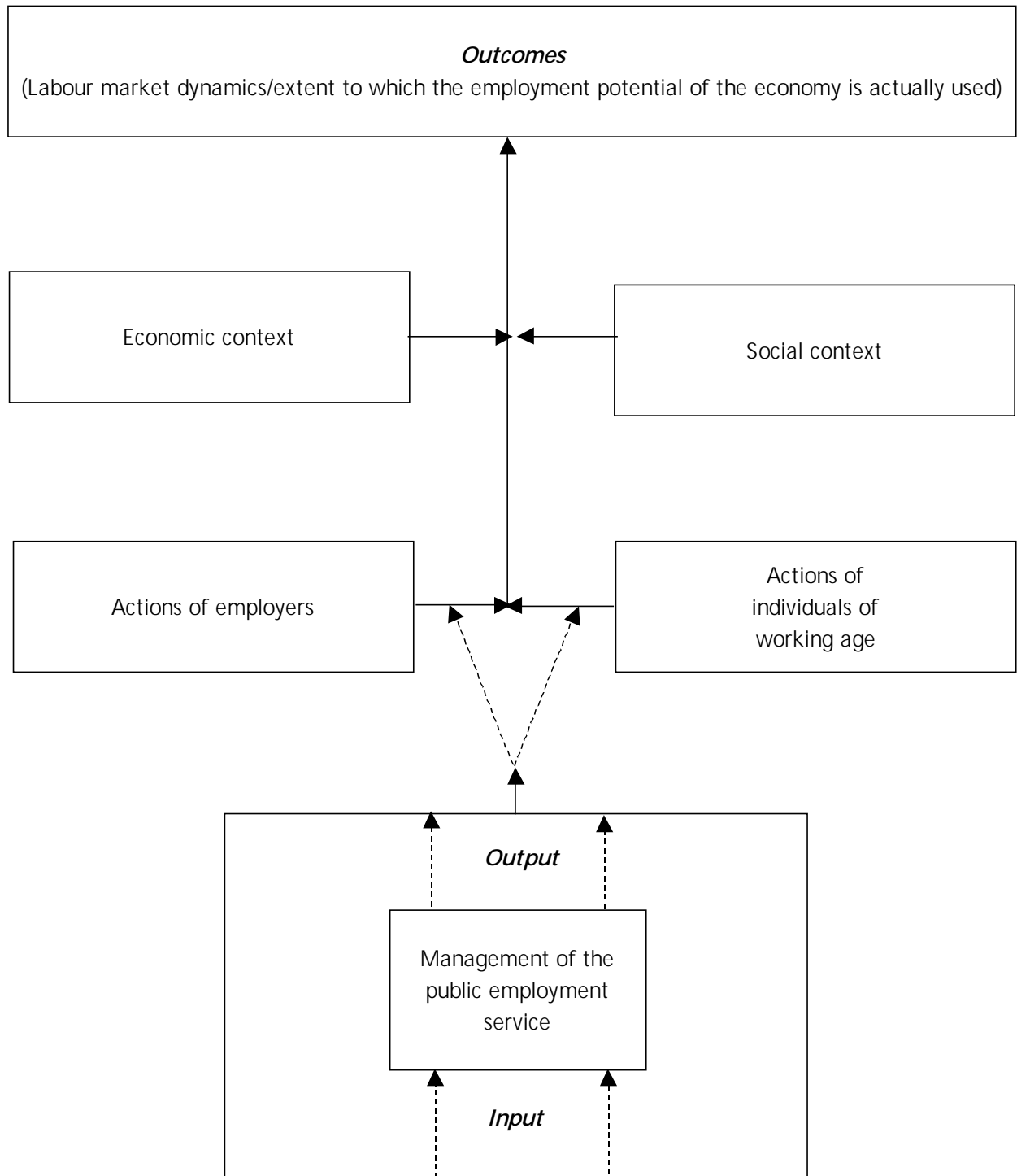
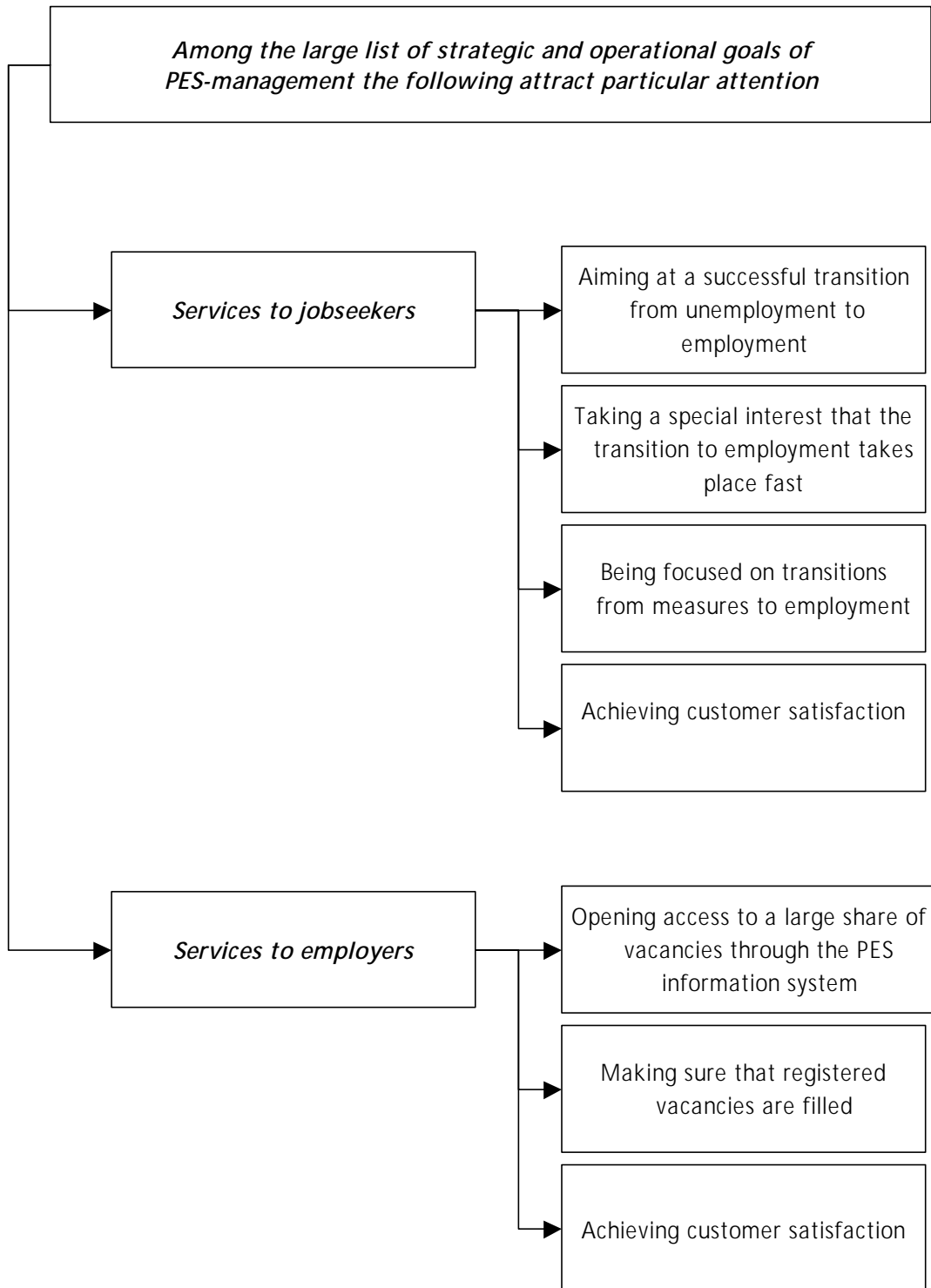


Chart 6  
*A portfolio of core PES goals*



# 3

## *Performance Indicators*

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- Making appropriate use of performance indicators
- Strong and weak points of the performance indicators
- Transition from unemployment to employment (Indicator Q1): variation in performance among PES
- Vacancies filled (Indicator Q5): variation in performance among PES

### 3.1

#### *Making appropriate use of performance indicators*

*A set of indicators can not capture organizational complexity*

When political decision makers set targets the public employment service has to meet, they tread on shifting grounds. It becomes very soon obvious how difficult it is to translate organizational accountability into a few key figures. It is quite impossible to capture the complexities of PES performance by a set of single numbers.

*Monitoring whether the PES stays on course ...*

A set of performance indicators serves rather the purpose to monitor whether the public employment service is on course. Whenever the targets initially set are not met, then there is reason to inquire into the causes; in case they are met, no further action will be taken.

*... and raising questions*

This principle of »reduction of complexity in decision-making« makes use of performance indicators as a way of raising questions (rather than providing ready made answers). It is in this spirit that the Working Group drew up a list of performance indicators.

*A short list*

First, it was agreed in accordance with the mandate given by the Heads of PES that the list should be short; in the end the Participating Partners agreed on seven performance indicators (though during the discussions about twice as many indicators were considered in greater detail).

*Broad consensus*

Secondly, a performance indicator can enter the list, even if not every PES represented in the Working Group is accountable (by its mission statement and annual targets) for the type of performance captured by the indicator; it suffices that nearly all Participating Partners consider the performance as important to their PES.

*Balanced assessment*

Thirdly, the Participating Partners discussed carefully the weak points of every indicator as much their strong points in capturing performance. This balanced view on the list of indicators has not discouraged the Participating Partners to put considerable effort in building a data base following (to a large extent) the operational definitions on which the Working Group has agreed upon.

*Empirical results*

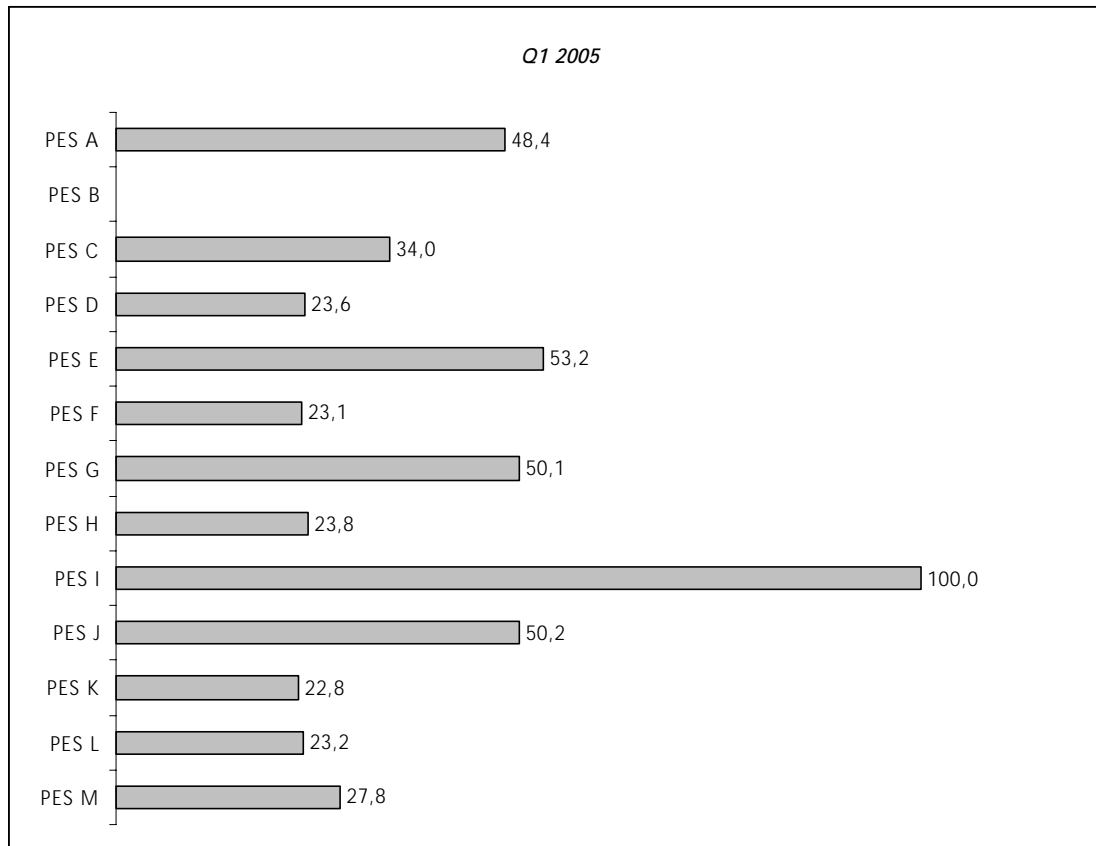
The results of this exercise (as depicted in Chart 7) does indeed raise interesting questions.

Table 1  
***Strong and weak points of the performance indicators***

<b><i>Indicators</i></b>	<b><i>Strong points</i></b>	<b><i>Weak points</i></b>
Indicator Q1 Transition to employment from unemployment	This indicator captures quite well what policy makers and the general public expect from the Public employment service: getting the unemployed back to work	There are quite substantial variations in what is considered »employment« and »unemployment« by different European public employment services due to differences in national legislation
Indicator Q2 Transition to employment before unemployment lasts long	The indicator puts emphasis on a goal generally agreed upon: actively fighting the risk of long term unemployment	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
Indicator Q3 Transition from training measures to employment	This indicator addresses a certain widespread scepticism: are training measures an effective way of getting the unemployed back to work?	The idea of training is to open up the opportunity for »sustainable employment«; however this is not captured by the indicator
Indicator Q4 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	To which types of jobs should the term »vacancy« be applicable? Are »mini-jobs« proper jobs? Transparency by using internet requires PES resources, but results can not be directly observed.
Indicator Q5 Vacancies filled	This indicator addresses a critique sometimes levelled against public employment services: do PES refer only suitable candidates to vacancies posted by employers?	Is it really the public employment service (rather than the employer) that has to find a successful candidate for a vacancy posted? Labour shortages cannot be solved by PES only (in a short period of time).
Indicator Q6 and Q7 Achieving customer satisfaction of job seekers and employers	»Satisfaction of customers« is an obvious candidate for a performance indicator of a service oriented organisation	Does »satisfaction« not reflect rather on the level of expectations (by customers) than on the performance (by the public employment service)?

Chart 7

**Transition from unemployment to employment (Indicator Q1): variation in performance among PES**  
Performance level of the participating PES in percent of the »top« performance



**Explanatory note:**  
In 2005, the participating PES I achieved top performance with respect to indicator Q1 (= gives the figure for those people who have made a transition to employment (within six months) after deregistration as a share of all people on the register for unemployed job seekers).

This performance is set 100 for benchmarking purposes. The performance of the other participating PES is expressed as percentage of the top performance . Missing bars indicate that no data have been provided (yet).

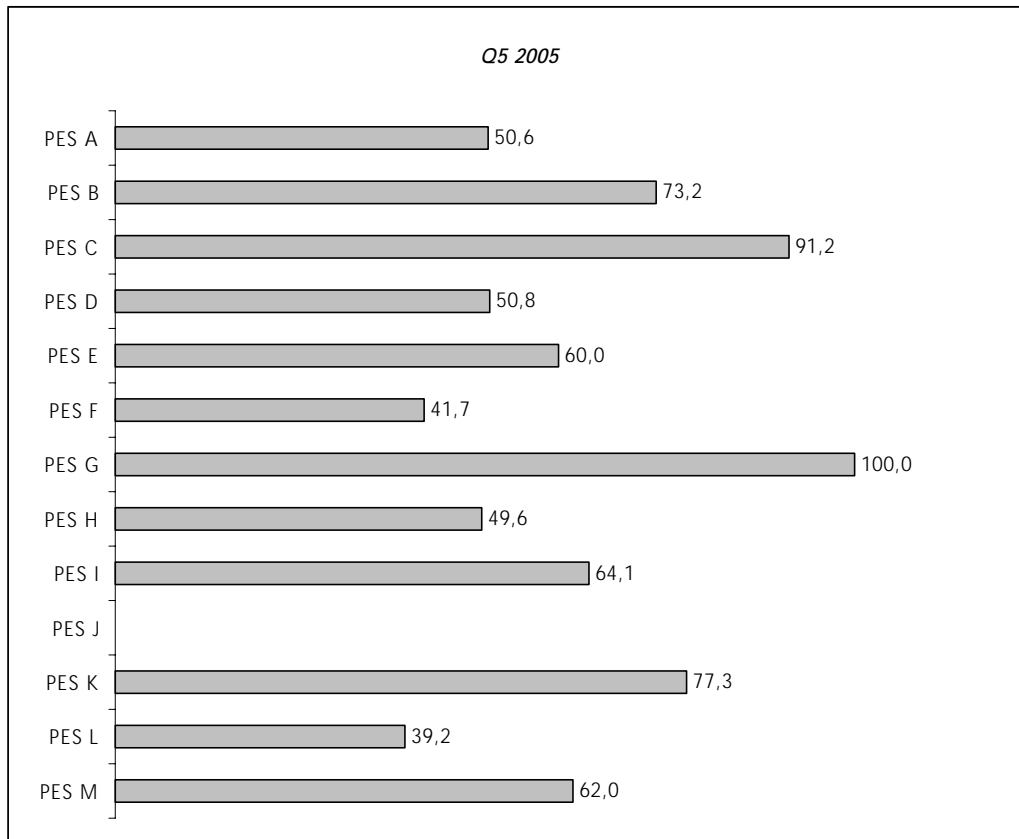
More detailed information about the concept of the indicator, its operational definition, the underlying measurement procedures is provided in »Technical Note 1: Operational definition of performance indicators; Technical Note 2: Measurement procedures« of the final report.

Additional data on the indicator in the year 2004 are in »Report 1: Benchmarking of PES Performance Indicators 2004« of the final report.

Chart 8

**Vacancies filled (Indicator Q5): variation in performance among PES**

Performance level of the participating PES in percent of the »top« performance



Explanatory note:  
In 2005, the participating PES G achieved top performance with respect to indicator Q5 (= gives the figure of all vacancies filled with any candidate as a share of all posted vacancies).

This performance is set 100 for benchmarking purposes. The performance of the other participating PES is expressed as percentage of the top performance . Missing bars indicate that no data have been provided (yet).

More detailed information about the concept of the indicator, its operational definition, the underlying measurement procedures is provided in: »Technical Note 1: Operational definition of performance indicators; Technical Note 2: Measurement procedures« of the final report.

Additional data on the indicator in the year 2004 are in »Report 1: Benchmarking of PES Performance Indicators 2004« of the final report.

## 4

### *Context matters*

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- Capturing context
- Five context variables
- Strong and weak points of the list of context variables
- Operating in different environments: harmonized unemployment rates (context variable 1) and AMPL-spending (context variable 5)

## 4.1 Capturing context

### *Two areas of application*

The data base on performance indicators for the PES participating in the Working Group can be put to two different types of use:

- for a time series analysis for each Participating Partner over several years
- for a cross-sectional comparison among Participating Partners for any given year.

### *Time series perspective*

The time series approach is in some sense the easier one. A Participating Partner will look at those indicators which closely reflect its mission statement (which might, however, change over time); it will just ignore those indicators which fall outside its scope of action (e.g. one of the PES represented in the Working Group is not accountable at all for training measures; it can, thus, take little interest in indicator Q3, which captures the transition rate to employment following the participation of unemployed job seekers in training measures).

### *Cross sectional view*

The cross-sectional approach is the more difficult one for the following reason: Not only do the PES involved in the comparison differ in their »missions« (and corresponding targets); they differ as well with respect to the economic, social, and institutional environment in which they have to operate in any given year.

### *Levels of unemployment*

One would expect, e.g., that a PES confronting a rate of unemployment of more than 16 per cent is in quite a different position to achieve favourable outcomes than a PES which faces a rate of unemployment of less than 5 per cent.

### *Funds available for ALMP measures vary substantially*

Or, to relate another case in point: Some PES can operate with expenditures on active labour policies amounting more than 1 per cent of GDP, whereas others have to do with less than 0,5 per cent.

### *Five context variables as a frame of reference*

Such differences in »context« go some way to explain differences in »performance«. Thus the Working Group set up a list of 5 context variables. These variables should be borne in mind when making cross-sectoral comparisons among PES. This would suggest to look at Charts 7, 8, 11 and 12 jointly with Chart 9.

Table 2  
*Five context variables*

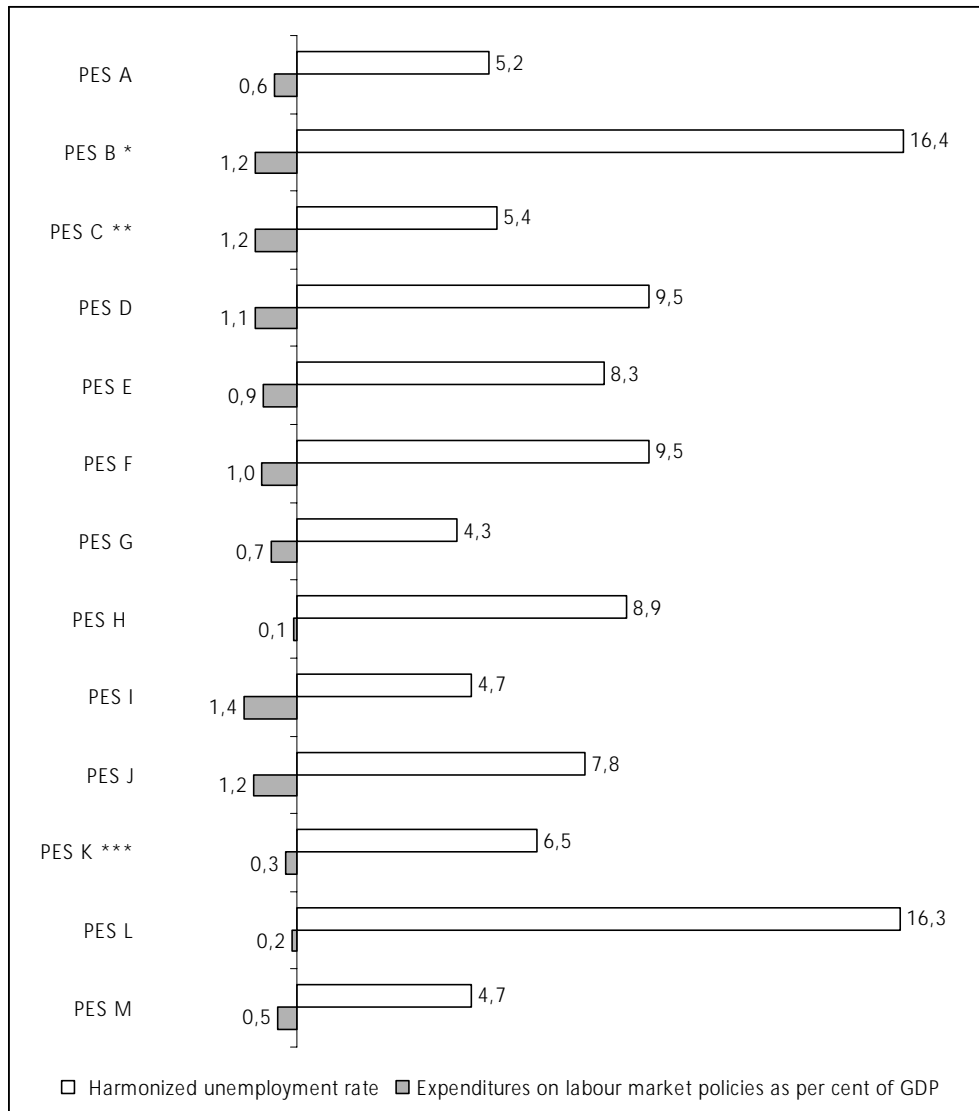
<i>Variable</i>	<i>Concept</i>
Context Variable 1 »Rate of Unemployment«	<ul style="list-style-type: none"> <li>• The higher the rate of unemployment, the stronger the »adverse« factors the PES has to deal with (ceteris paribus).</li> </ul>
Context Variable 2 »Persistence ratio of the unemployment register«	<ul style="list-style-type: none"> <li>• The less the stock of unemployment is driven by inflow, the more inertia the PES has to overcome (ceteris paribus).</li> </ul>
Context Variable 3 »Customer related work load pressure«	<ul style="list-style-type: none"> <li>• The less the available personnel resources are with respect to the number of customers, the more difficult it is to achieve outcomes (ceteris paribus).</li> </ul>
Context Variable 4 »Working age population related work load pressure«	<ul style="list-style-type: none"> <li>• The less the available personnel resources are with respect to working age population, the more difficult it is to achieve outcomes (ceteris paribus).</li> </ul>
Context Variable 5 »Public expenditures on labour market policy measures«	<ul style="list-style-type: none"> <li>• The less the public expenditures are, the more difficult it is to achieve outcomes (ceteris paribus)</li> </ul>

Table 3  
***Strong and weak points of the list of context variables***

<b><i>Context variables</i></b>	<b><i>Strong points</i></b>	<b><i>Weak points</i></b>
Context Variable 1 »Rate of Unemployment«	It is commonly held that high unemployment makes it difficult for the PES to achieve high performance in areas like »transition of unemployed job seekers to employment«	It is not obvious that at low level of unemployment, the PES will find it easy to place job seekers, since there might be a very high proportion of »hard to place persons« among their ranks when unemployment is low
Context Variable 2 »Persistence ratio of the unemployment register«	When turnover of the unemployment register is low, then it is hard for the PES to place job seekers and fill vacancies	The turnover of the unemployment register might be considered as an »output variable« (shaped by PES action) rather than a »context variable«
Context Variable 3 »Customer related work load pressure«	A smaller ratio of customers to staff makes it harder to achieve a high level of outcomes, since there is less time input (for each customer) available to carry out the tasks involved	The relevance of this ratio depends on the size of the areas of action which get outsourced rather than carried out directly by PES staff
Context Variable 4 »Working age population related work load pressure«	In some areas, PES service is directed towards »potential customers« rather than actual customers. »Preventive action« might become very difficult when the ratio of working age population to PES staff becomes very high	Some PES restrict their core processes to customers registered with them
Context Variable 5 »Public expenditures on labour market policy measures«	The more funds the PES has to spend on measures, the more likely will its outcomes on the reintegration of job seekers be favourable	It has been a matter of discussion to what extent the ALMP-funds can contribute to the re-employment of job seekers

Chart 9

*Operating in different environments: harmonized unemployment rates (context variable 1) and ALMP-spending (context variable 5)*



\* ILO unemployment rate 4<sup>th</sup> Quarter 2004.

\*\* Regional unemployment rate.

\*\*\* Calculations of expenditures by a national Institute for Macro-economic Analysis and Development.

Source: European social statistics: Labour market policy. Expenditure and participants. Data 2004

[http://epp.eurostat.ec.europa.eu/portal/page?\\_pageid=1073,46587259&\\_dad=portal&\\_schema=PORTAL&p\\_product\\_code=KS-DO-06-001](http://epp.eurostat.ec.europa.eu/portal/page?_pageid=1073,46587259&_dad=portal&_schema=PORTAL&p_product_code=KS-DO-06-001)

## 5

# *Benchmarking*

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- A way to raise strategic questions
- Comparing Member State performance: a challenging perspective
- Benchmarking on »Transition to employment before unemployment lasts long« (Indicator Q2)
- Benchmarking on »Opening access to a large share of vacancies through the PES information system« (Indicator Q4)

## 5.1

### *A way to raise strategic questions*

*Performance varies substantially overtime: Why?*

Those Participating Partners who are in a position to produce time series (running from 2000 to 2006) for the list of performance indicators have noted, that their figures exhibit often a substantial variation; in some cases an upward trend; in others a downrated trend. This has raised immediately the question where to look for the causes of such changes in performance of a single PES over time. It has turned out, that it would take some thorough analysis before arriving even at tentative answers.

*Cross-sectional benchmarking ...*

The same is true for a cross sectional benchmarking for a given year. Take the transition rate of unemployed job seekers to employment as a case at hand. Chart 7 depicts the results of the benchmarking exercise for the year 2005. It is PES I which achieved the top transition rate for 2005. This rate is set as a 100 per cent, and all the other rates are expressed as per cent of the top rate. It is worthwhile to note (but not obvious how to interpret) that eight of the Public Employment Service included in the benchmarking achieve values of less than 50 per cent.

*... reveals large differences*

A substantial cross sectional variation is apparent in Chart 8 which shows the performance of eleven participating PES in filling vacancies offered by employees. The benchmarks range between 39.2 per cent and 100 per cent.

*A matter of different practices?*

The discussions at the Working Group never used the benchmarking results as a kind of league table. It was rather asked, how could it be that Member State PES perform so differently in core areas of labour market policies: Is it a matter of the overall »environment« in which they operate? Is it a matter of organizational practices they put to good use?

Chart 10

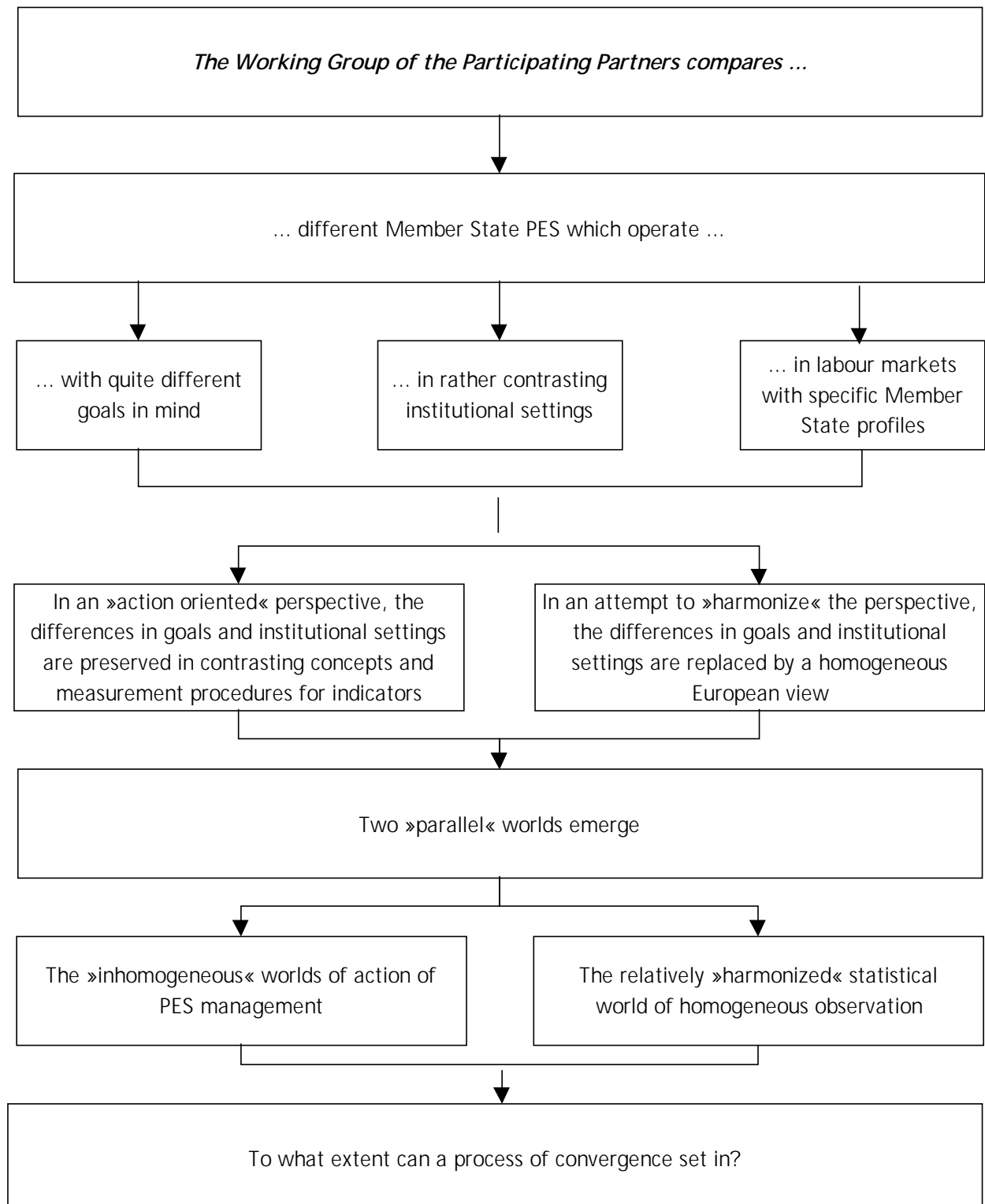
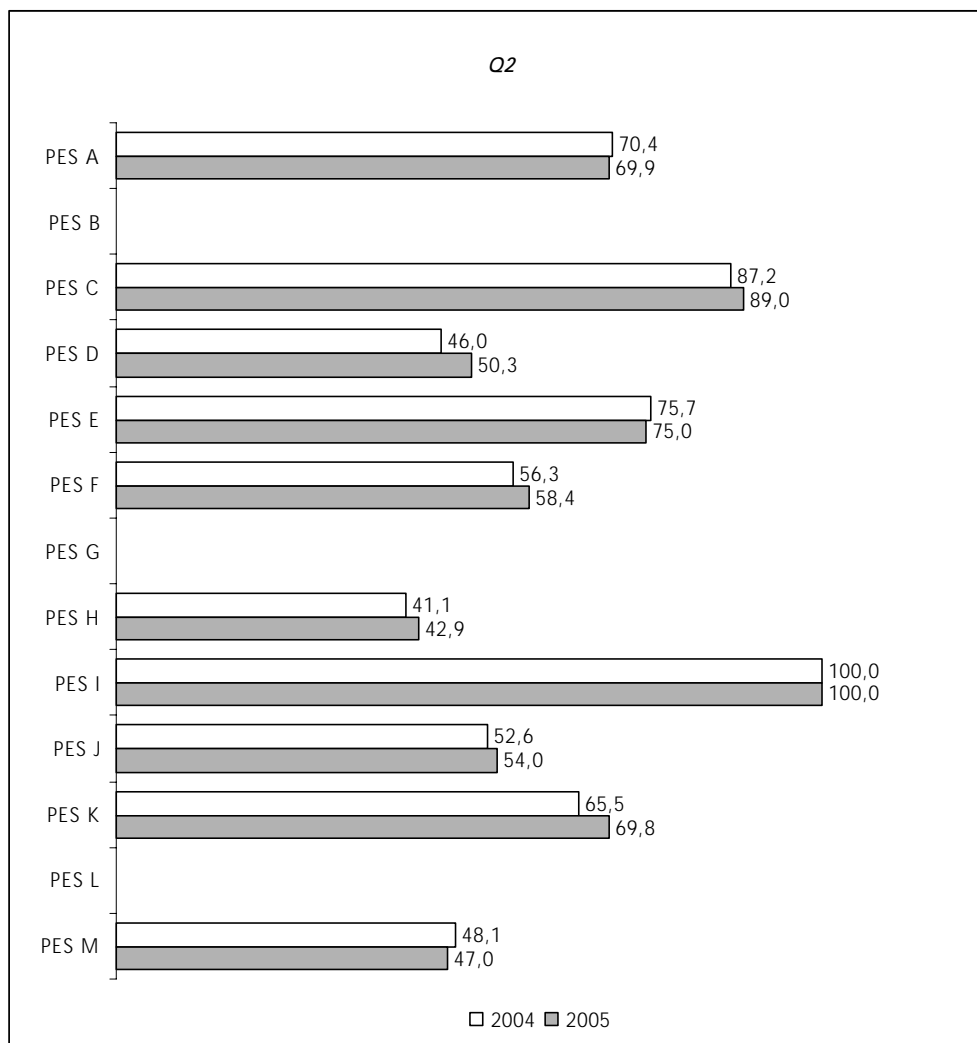
*Comparing Member State performance: a challenging perspective*

Chart 11

**Benchmarking on »Transition to employment before unemployment lasts long« (Indicator Q2)**

Performance level of the participating PES in percent of the »top« performance in 2004 and 2005

**Explanatory note:**

In 2005, the participating PES I achieved top performance with respect to indicator Q2 (= gives the figure for those people who have made the transition to employment (within six months after deregistration) after

having been on the register for less than six months as a share of all people who have left the register (after having been on the register for less than six months)).

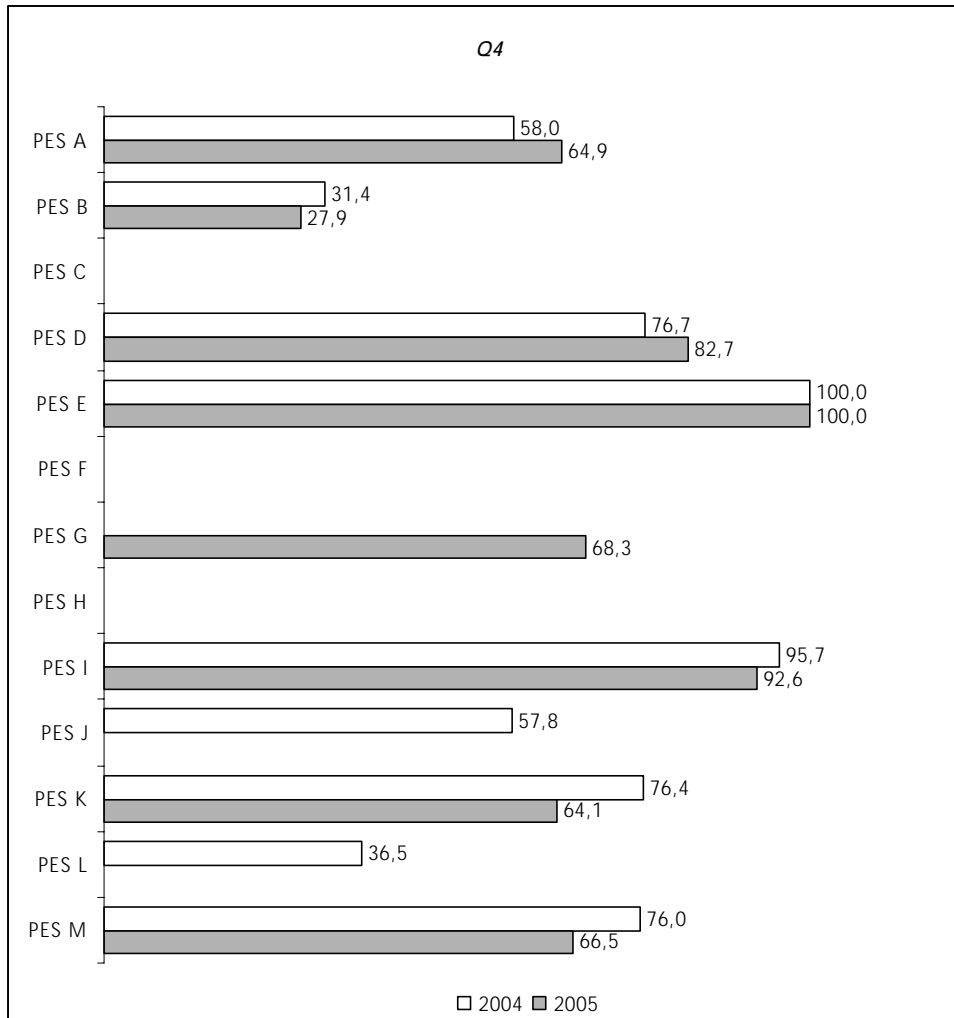
This performance is set 100 for benchmarking purposes. The performance of the other participating PES is expressed as percentage of the top performance. Missing bars indicate that no data have been provided (yet).

More detailed information about the concept of the indicator, its operational definition, the underlying measurement procedures is provided in: »Technical Note 1: Operational definition of performance indicators; Technical Note 2: Measurement procedures« of the final report.

Chart 12

**Benchmarking on »Opening access to a large share of vacancies through the PES information system« (Indicator Q4)**

Performance level of the participating PES in percent of the »top« performance in 2004 and 2005



Explanatory note:  
In 2005, the participating PES E achieved top performance with respect to indicator Q4 (= gives the figure of vacancies accessible through PES media as a share of all »nation wide« vacancies).

This performance is set 100 for benchmarking purposes. The performance of the other participating PES is expressed as percentage of the top performance . Missing bars indicate that no data have been provided (yet).

More detailed information about the concept of the indicator, its operational definition, the underlying measurement procedures is provided in: »Technical Note 1: Operational definition of performance indicators; Technical Note 2: Measurement procedures« of the final report.

## 6

### *Exchange of good practices*

---

- Mutual learning
- General description of the good practice
- Impact of the practice on core processes
- Perception and evaluation of the practice

## 6.1 *Mutual learning*

### *From benchmarking to the exchange of good practice*

The Working Group has used the benchmarking results for scouting for good practices among the participating PES. The underlining idea is simple: When a PES achieves top ranks for a performance indicator, it is likely that it applies organizational practices (in the area of activities captured by the indicator) that might be of interest to other public employment services.

### *Striking improvements*

This idea can be extended further: When a PES strikingly improves its benchmarking position, it has probably introduced new practices that could be of wider interest to other Participating Partners.

### *15 good practices presented*

This approach worked out nicely even under the severe time constraints under which the Participating Partners had to operate. The Working Group managed to collect 15 good practices, about half of which were discussed at some length. One of the good practices attracted so much interest that some of the participating PES took a very close look at it, even seriously considering to introduce it themselves.

### *The success of a practice is only half of the story*

The Participating Partners have been aware that the presentation and discussion of organizational practices touches about sensitive issues. There is always the risk that the presentation of a good practice involves a fair amount of window dressing. It is natural for a presenter to stress only the success part of a practice; but this is not altogether helpful. In fact, it is more productive to give a balanced view on the difficulties every organizational practice has to deal with.

### *A guiding questionnaire for mutual learning*

To encourage a fruitful discussion of good practices, the Participating Partners have agreed on a common format for presenting good practices. It takes a form of a questionnaire which is answered for each practice forwarded by a Participating Partner. The questionnaire asks for »a general description«, about the »impact of the practice on core process« and on »perception and evaluation of the good practice«. Mutual learning implies that all parties involved learn a lesson.

Table 4

***General description of the good practice***

---

Reasons for introducing the good practice

---

What is the goal of the good practice?

---

What is the basic idea of the good practice?

---

Description of the good practice

---

Who are the main agents of this good practice?

---

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

---

How large is the share of customers affected by the good practice?

- A) less than 10 per cent
- B) 11 to 50 per cent
- C) more than 50 per cent

---

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

---

Do the units involved operate

- A) as part of the PES?
- B) on a contractual basis with the PES?
- C) independently of the PES?

---

Which resources are made available to carry out the good 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 incur »costs« (other than monetary and personnel resources) for the PES?

---

Table 5  
***Impact of the practice on core processes***

---

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

---

The good practice has an impact on the core (sub) process

- Servicing and supporting job seekers (CP 1)
    - A) registration, customer profiling (CP 1.1)
    - B) supporting search for jobs (CP 1.2)
    - C) counseling on occupational perspectives (CP 1.3)
    - D) training and occupational rehabilitation (CP 1.4)
    - E) on the job coaching for special needs groups (CP 1.5)
  - Servicing and supporting employers (CP 2)
    - A) supporting the search for candidates suitable for vacancies (CP 2.1)
    - B) supporting the management of collective dismissals (CP 2.2)
    - C) training of (prospective) employees »on demand« (CP 2.3)
    - D) supporting networks of employers (CP 2.4)
- 

Does the good practice:

- A) enhance the quality of a service provided?
  - B) enlarge the customer base?
  - C) cuts the costs of the service provided?
- 

Does the good practice enhance the probability of accomplishing the task set:

- A) through self service of the customer?
  - B) through service provided by PES staff?
  - C) through services of a third party?
- 

Is there a positive spill-over of the good practice to other core sub-processes in the PES (»synergy«)

- A) to a small extent?
  - B) to a considerable extent?
  - C) to a great extent?
- 

Is the good practice mainly

- A) an input to further input?
  - B) an input that controls a specific output directly?
  - C) an input that translates directly into an output which strongly controls outcomes?
-

Table 6  
*Perception and evaluation of the practice*

---

Has the good practice been evaluated by independent experts?

- A) yes, by independent experts on basis of an estimation
- B) yes, by independent experts on basis of data
- C) yes, by internal experts on basis of an estimation
- D) yes, by internal experts on basis of data
- E) no

---

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

---

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

---

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«?

---

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

---

How does the good practice affect directly or indirectly one of the performance indicators?

---

How does the good practice affect the numerical value of the performance indicator?

---

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

---

# 7

## *Looking ahead*

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- From a pilot project to an established procedure
- Project Stage 1 »Performance indicators for public employment services« (2002-2004)
- Stage 2 »Mutual learning - Benchmarking among public employment services« (2005-2007)
- Looking ahead to Stage 3: a proposal by the Working Group

## 7.1

### *From a pilot project to an established procedure*

*The transition from the pilot phase ...*

»Mutual Learning - Benchmarking among public employment services« is the second stage of a project that started its pilot phase less than five years ago. The results of the pilot phase, presented at a conference in 2004, were deemed so successful that a Heads of PES meeting in Amsterdam decided to move on to stage 2. The European Commission has shared this view and continued financial support for the project.

*... to the second stage of the project*

The purpose of the second stage has been to test whether the results of the pilot phase could serve as basis for a process in which the number of Participating Partners would grow from five to thirteen.

*... has been carried out with success*

This test has been passed with success. The Participating Partners not only replicated the procedures of the pilot phase; they refined all of them, and pushed the process further on.

*The achievements of the »Mutual Learning« stage ...*

The Participating Partners are confident that they have

- established a list of performance indicators,
- specified variables which mirror differences in »context« (of PES action),
- developed a standard procedure for benchmarking PES performance in a time series and a cross-sectional view,
- drawn up a questionnaire (about good organizational practices) which supports a fruitful discussion of all parties involved.

*... offer a framework for continuing with even more Participating Partners*

The conclusion of the second stage of the project can serve as starting point of the third phase. The purpose of this phase would be

- to work on further refinement in terms of data comparability,
- to standardize the process of an effective exchange on good organizational practices,
- to stabilise the interaction between the Participating Partners such that all PES of Member States can join in without slowing down progress.

The decision on whether and how to continue into a third stage will have to be taken by the Heads of PES network.

Table 7

*Project Stage 1 »Performance Indicators for public employment services« (2002-2004)*

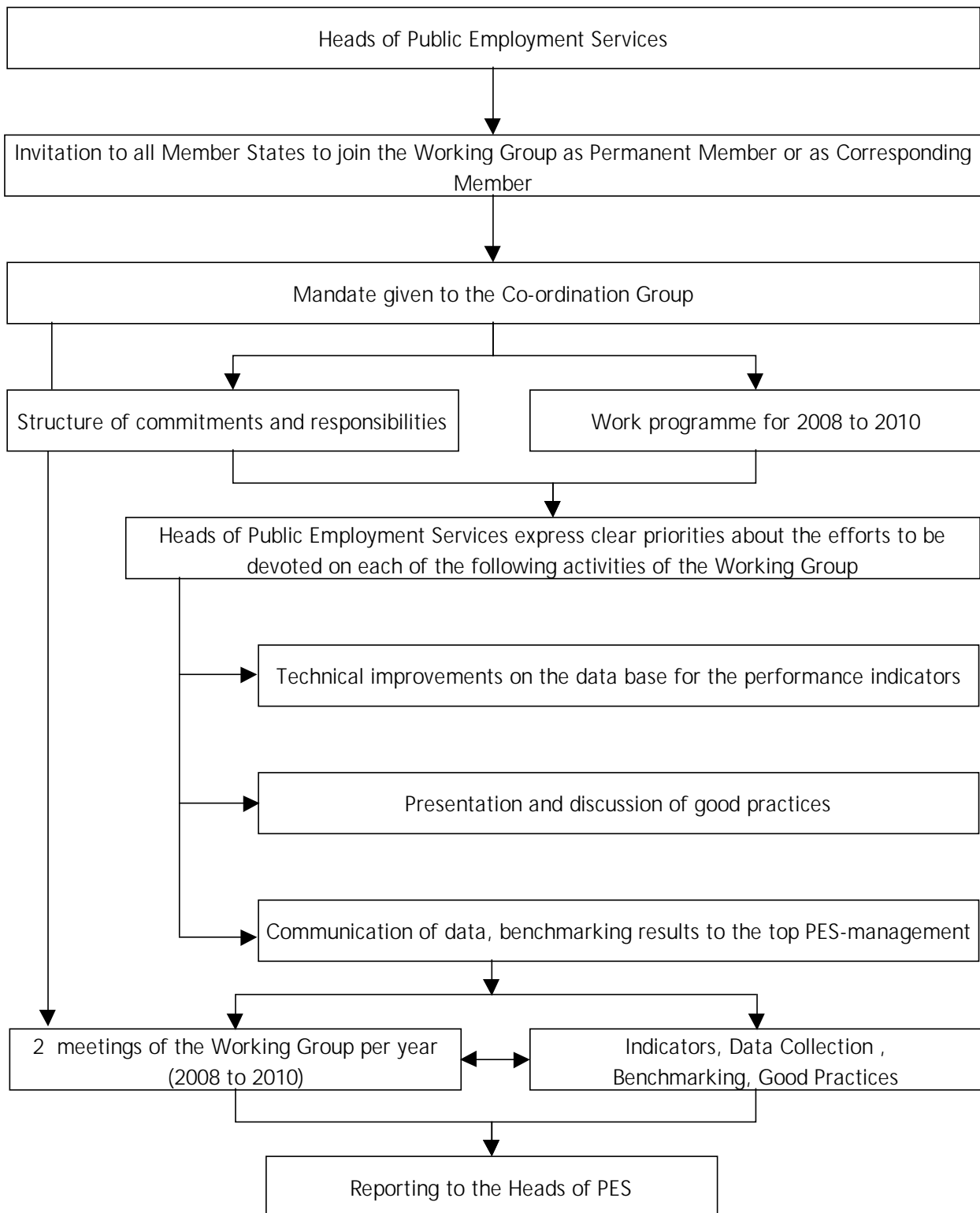
<b>Activities</b>	
A Working Group of representatives of 5 European PES meet in Vienna to discuss a joint system of PES performance indicators.	Fall 2002
A project proposal (project leader AMS Austria) for funding is accepted by the European Commission	December 2002
<ul style="list-style-type: none"> <li>• First workshop of the Working Group with input from a team of consultants</li> <li>• Discussion on scope and scale of the PES of the Participating Partners</li> </ul>	Workshop 1 12–13 Feb 04
<ul style="list-style-type: none"> <li>• Participating Partners make sure that the necessary resources are mobilized to get the process of data provision going at their home base</li> </ul>	Feb 04
<ul style="list-style-type: none"> <li>• Decision on eleven performance indicators to be selected</li> <li>• Discussion of the <ul style="list-style-type: none"> <li>– operational definitions of indicators Q1 to Q11</li> <li>– use of specific »context variables«</li> </ul> </li> </ul>	Workshop 2 29–30 Mar 04
<ul style="list-style-type: none"> <li>• First wave of data sets for the indicators (Q1, Q2, Q3)</li> </ul>	Apr 04
<ul style="list-style-type: none"> <li>• Discussion of the <ul style="list-style-type: none"> <li>– operational definitions of indicators Q1 to Q11 – continued</li> <li>– benchmarking procedures</li> <li>– use of specific »context variables«</li> <li>– selection of good practices</li> </ul> </li> <li>• Evaluation of strong and weak points of the indicators</li> </ul>	Workshop 3 6–7 May 04
<ul style="list-style-type: none"> <li>• Second wave of data sets for the indicators (Q1 to Q11)</li> </ul>	May 04
<ul style="list-style-type: none"> <li>• Discussion on benchmarking results</li> <li>• Presentation of good practices</li> <li>• Finalising the »Conference Agenda«</li> <li>• Preparation of the final report</li> </ul>	Workshop 4 15–16 Jun 04
<ul style="list-style-type: none"> <li>• Final Conference » Performance Indicators for Public Employment Service« in Vienna</li> <li>• Invitations were extended to all Member State PES</li> </ul>	14–15 Oct 04
<ul style="list-style-type: none"> <li>• Final report</li> </ul>	Mid of Nov 04

Table 8

***Project Stage 2 »Mutual Learning – benchmarking among public employment services «  
(2005-2007)***

<b><i>Activities</i></b>	
A Working Group of representatives of 13 European PES meet in Vienna to discuss a joint system of PES performance indicators.	Fall 2005
A project proposal (project leader AMS Austria) for funding is accepted by the European Commission	October 2005
<ul style="list-style-type: none"> <li>• First workshop of the Working Group with input from a team of consultants</li> </ul>	Workshop 1
<ul style="list-style-type: none"> <li>• Discussion on scope and scale of the PES of the Participating Partners</li> </ul>	26–27 Jan 06
<ul style="list-style-type: none"> <li>• Participating Partners make sure that the necessary resources are mobilized to get the process of data provision going at their home base</li> </ul>	Feb 06
<ul style="list-style-type: none"> <li>• Decision on seven performance indicators to be selected</li> </ul>	Workshop 2
<ul style="list-style-type: none"> <li>• Discussion of the operational definitions of indicators Q1 to Q7</li> </ul>	8–9 Mar 06
<ul style="list-style-type: none"> <li>• First wave of data sets for the indicators (Q1, Q2, Q3)</li> </ul>	May 06
<ul style="list-style-type: none"> <li>• Discussion of <ul style="list-style-type: none"> <li>– benchmarking procedures</li> <li>– the use of specific »context variables«</li> </ul> </li> </ul>	Workshop 3
<ul style="list-style-type: none"> <li>• Second wave of data sets for the indicators (Q1 to Q7)</li> </ul>	8–9 Jun 06
<ul style="list-style-type: none"> <li>• Decision on <ul style="list-style-type: none"> <li>– the list of »context variables«</li> <li>– the data sets on performance indicators (second wave)</li> </ul> </li> </ul>	Workshop 4
<ul style="list-style-type: none"> <li>• Discussion of <ul style="list-style-type: none"> <li>– the selection of good practices</li> <li>– of a standard format</li> <li>- for the communication of benchmarking results</li> <li>- for the communication of good practice evaluation</li> </ul> </li> </ul>	13–14 Sept 06
<ul style="list-style-type: none"> <li>• Third wave of data sets for the indicators (Q1 to Q7)</li> </ul>	Oct 06
<ul style="list-style-type: none"> <li>• Discussion on benchmarking results</li> </ul>	Workshop 5
<ul style="list-style-type: none"> <li>• First presentation of good practices</li> </ul>	25-26 Jan 07
<ul style="list-style-type: none"> <li>• Fourth wave of data sets for the indicators chosen (Q1 to Q7)</li> </ul>	Feb 07
<ul style="list-style-type: none"> <li>• Second presentation of good practices</li> </ul>	Workshop 6
<ul style="list-style-type: none"> <li>• Discussion of <ul style="list-style-type: none"> <li>– an interim report to the Heads of PES</li> <li>– the structure and the content of the final report</li> </ul> </li> </ul>	13-14 Mar 07
<ul style="list-style-type: none"> <li>• Discussion for the PES internal communication of benchmarking results</li> </ul>	
<ul style="list-style-type: none"> <li>• Preparation of the final report</li> </ul>	Apr/May 07
<ul style="list-style-type: none"> <li>• Discussion of the final report</li> </ul>	Workshop 7
<ul style="list-style-type: none"> <li>• Evaluation of strong and weak points of the project and its results</li> </ul>	21-22 Jun 07

Chart 13  
*Looking ahead to Stage 3: a proposal by the Working Group*



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## *Appendix*

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**Appendix A 1: Figures for performance indicators and their radar chart values**

Table A 1.1

**Performance Indicators: Values 2004**

	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Q5</b>	<b>Q6</b>	<b>Q7</b>
PES A	11,6	64,2	55,6	29,0	45,4	87,9	89,1
PES B	-	-	-	15,7	66,2	-	-
PES C	8,2	79,6	55,3	-	82,9	69,4	76,5
PES D	5,6	42,0	22,9	38,4	50,4	-	-
PES E	12,2	69,1	42,0	50,0	54,1	71,8	83,6
PES F	5,1	51,4	-	-	35,7	70,8	76,5
PES G	11,9	-	64,0	-	63,9	-	99,0
PES H	3,4	37,6	59,1	-	50,2	-	-
PES I	18,8	91,3	-	47,9	55,5	72,0	73,0
PES J	11,9	48,0	21,1	28,9	-	75,0	93,0
PES K	5,3	59,8	53,1	38,2	67,1	-	-
PES L	5,4	-	40,7	18,3	30,4	-	-
PES M	4,3	43,9	-	38,0	54,8	81,0	88,3

Q1: Transition to employment from unemployment

Q2: Transition to employment before unemployment lasts long

Q3: Transition from training measures to employment

Q4: Opening access to a large share of vacancies through the PES information system

Q5: Vacancies filled

Q6: Customer satisfaction of job seekers

Q7: Customer satisfaction of employers

Table A 1.2  
**Performance Indicators: Radar chart values 2004**

	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>	<u>Q5</u>	<u>Q6</u>	<u>Q7</u>
PES A	61,8	70,4	86,8	58,0	54,8	100,0	90,0
PES B	-	-	-	31,4	79,8	-	-
PES C	43,8	87,2	86,5	-	100,0	79,0	77,3
PES D	29,9	46,0	35,9	76,7	60,8	-	-
PES E	64,9	75,7	65,6	100,0	65,2	81,6	84,4
PES F	27,3	56,3	-	-	43,0	80,5	77,3
PES G	63,3	-	100,0	-	77,0	-	100,0
PES H	18,1	41,1	92,3	-	60,6	-	-
PES I	100,0	100,0	-	95,7	67,0	81,9	73,7
PES J	63,3	52,6	33,0	57,8	-	85,3	93,9
PES K	28,4	65,5	83,0	76,4	80,9	-	-
PES L	28,6	-	63,7	36,5	36,7	-	-
PES M	22,8	48,1	-	76,0	66,1	92,2	89,2

Radar chart value:  
 The top performance among the Participating Partners is set 100 for benchmarking purposes. The performance of the other participating PES is expressed as percentage

of the top performance .  
 Missing bars indicate that no data have been provided.

Q1: Transition to employment from unemployment

Q2: Transition to employment before unemployment lasts long  
 Q3: Transition from training measures to employment  
 Q4: Opening access to a large share of

vacancies through the PES information system  
 Q5: Vacancies filled

Q6: Customer satisfaction of job seekers

Q7: Customer satisfaction of employers

Table A 1.3  
*Performance Indicators: Values 2005*

	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	<i>Q5</i>	<i>Q6</i>	<i>Q7</i>
PES A	11,4	63,0	53,2	38,1	44,1	86,2	88,6
PES B	-	-	-	16,4	63,9	-	-
PES C	8,0	80,1	64,4	-	79,6	70,4	74,5
PES D	5,5	45,3	25,7	48,5	44,3	75,6	80,5
PES E	12,5	67,6	43,9	58,7	52,4	69,8	82,7
PES F	5,4	52,6	-	-	36,4	67,1	77,0
PES G	11,8	-	64,0	40,1	87,3	84,0	99,0
PES H	5,6	38,6	56,5	-	43,4	86,4	92,4
PES I	23,5	90,1	-	54,3	55,9	77,0	85,0
PES J	11,8	48,6	21,6	-	-	74,0	91,0
PES K	5,4	62,9	51,2	37,6	67,5	-	87,0
PES L	5,5	-	42,2	-	34,2	-	-
PES M	6,5	42,3	-	39,0	54,1	86,0	90,2

Q1: Transition to  
employment from  
unemployment

Q2: Transition to  
employment before  
unemployment lasts long

Q3: Transition from  
training measures to  
employment

Q4: Opening access to a  
large share of vacancies  
through the PES  
information system  
Q5: Vacancies filled

Q6: Customer satisfaction  
of job seekers

Q7: Customer satisfaction  
of employers

Table A 1.4  
**Performance Indicators: Radar chart values 2005**

	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>	<u>Q5</u>	<u>Q6</u>	<u>Q7</u>
PES A	48,4	69,9	82,6	64,9	50,6	99,8	89,5
PES B	-	-	-	27,9	73,2	-	-
PES C	34,0	89,0	100,0	-	91,2	81,5	75,3
PES D	23,4	50,3	39,9	82,7	50,8	87,5	81,3
PES E	53,2	75,0	68,3	100,0	60,0	80,8	83,5
PES F	23,0	58,4	-	-	41,7	77,7	77,8
PES G	50,1	-	99,4	68,3	100,0	97,2	100,0
PES H	23,8	42,9	87,8	-	49,6	100,0	93,3
PES I	100,0	100,0	-	92,6	64,1	89,1	85,9
PES J	50,2	54,0	33,6	-	-	85,6	91,9
PES K	23,0	69,8	79,5	64,1	77,3	-	87,9
PES L	23,4	-	65,5	-	39,2	-	-
PES M	27,8	47,0	-	66,5	62,0	99,5	91,1

Radar chart value:  
 The top performance among the Participating Partners is set 100 for benchmarking purposes. The performance of the other participating PES is expressed as percentage

of the top performance .  
 Missing bars indicate that no data have been provided.

Q1: Transition to employment from unemployment

Q2: Transition to employment before unemployment lasts long  
 Q3: Transition from training measures to employment  
 Q4: Opening access to a large share of

vacancies through the PES information system  
 Q5: Vacancies filled

Q6: Customer satisfaction of job seekers

Q7: Customer satisfaction of employers

**Appendix A 2: Figures for the radar chart values of the context variables**

Table A 2.1

**Context variables: Radar chart values**

	<i>EU harmonized unemployment rate (2005)<sup>1</sup></i>	<i>Persistence ratio of the unemployment register (2005)<sup>2</sup></i>	<i>Customer related work load pressure (2005)<sup>3</sup></i>	<i>Working age population related work load pressure (2005)<sup>3</sup></i>	<i>Public expenditures on labour market policy measures as a percentage of GDP<sup>4</sup></i>
PES A	31,7	13,0	35,2	26,8	20,4
PES B	100,0 <sup>5</sup>	67,5	36,9	22,1	10,7
PES C	32,9 <sup>6</sup>	22,9	68,6	61,4	10,7
PES D	57,9	32,5	100,0	10,8	10,8
PES E	50,6	14,7	32,9	17,8	13,1
PES F	57,9	26,0	46,4	37,0	12,7
PES G	26,2	30,0	71,8	100,0	17,7
PES H	54,3	39,5	41,0	48,6	100,0
PES I	28,7	48,4	31,5	47,0	8,5
PES J	47,6	23,5	–	11,8	10,3
PES K	39,6 <sup>7</sup>	45,5	64,2	34,7	36,2
PES L	99,4	100,0	18,5	15,4	79,4
PES M	28,7	16,3	–	11,6	23,8

<sup>1</sup> Ranking from the lowest (1) to the highest (13) unemployment rate.

<sup>2</sup> Ranking from the lowest (1) to the highest (13) persistence ratio.

<sup>3</sup> Ranking from the lowest (1) to the highest

(13) work load pressure.

<sup>4</sup> The reciprocal value = 1/Public expenditures on active labour market policy measures as a percentage of GDP.

Source: European social statistics: Labour market

policy. Expenditure and participants. Data 2004 Ranking from the lowest (1) to the highest (13) pressure to achieve impact.

<sup>5</sup> ILO unemployment rate 4<sup>th</sup> Quarter 2004.

<sup>6</sup> Regional unemployment rate.

<sup>7</sup> Calculations of expenditures by a national Institute for Macro-economic Analysis and Development.

Context Variable 1	<b><i>EU harmonized unemployment rate</i></b>	The higher the rate of unemployment, the stronger the »adverse« factors the PES has to deal with. Ranking from the lowest (1) to the highest (13) unemployment rate. Annual data.
Context Variable 2	<b><i>Persistence ratio of the unemployment register</i></b>	The less the stock of unemployment is driven by inflow, the more inertia the PES has to overcome. Ranking from the lowest (1) to the highest (13) persistence ratio. Persistence ratio: Stock of registered unemployed divided by inflow to the register. Annual data.
Context Variable 3	<b><i>Customer related work load pressure</i></b>	The less the available personnel resources are with respect to the number of customers, the more difficult it is to achieve impact. Ranking from the lowest (1) to the highest (13) work load pressure. Work load pressure: Inflow of registered unemployed plus stock of registered unemployed plus inflow of job vacancies plus stock of vacancies divided by front desk officers (FTE).
Context Variable 4	<b><i>Working age population work load pressure</i></b>	The less the available personnel resources are with respect to working age population, the more difficult it is to achieve impact Ranking from the lowest (1) to the highest (13) work load pressure. Work load pressure: People of working age divided by PES staff (FTE).
Context Variable 5	<b><i>Public expenditures on active labour market policies as a percentage of GDP</i></b>	The less the public expenditures are, the more difficult it is to achieve impact. Ranking from the lowest (1) to the highest (13) pressure to achieve impact. Annual data. Source: European social statistics: Labour market policy. Expenditure and participants. Data 2004

### *Appendix A 3: Topics of the Good Practice Examples*

#### AMS Austria

- Planning personal contacts to employers
- Early interventions – Matching from the first day

#### ORBEM-BGDA

- Service for Brussels employers
- Network of local platforms for employment

#### VDAB

- Elise-Matching: Computerised matching of the data in the personal file of the jobseeker and the data in the vacancies
- Multi-Stage Guidance of Jobseekers

#### Bundesagentur für Arbeit

- Customer Centers
- Action programs for placement officers

#### ANPE

- Recrutement by simulation

#### FÁS – Employment Services Support Unit

- The Employer Strategy
- Caseload Management

#### CWI

- Focus on Youth
- Vacancies Offensive in the framework of the Project »Focus on Work«

#### ESS – Employment Service of Slovenia

- »Employment corner« – job-search support (a pilot project)

**Appendix A 4: List of Participating Partners**

Country	Name	Tel/Fax/Email	Address
Austria	Gudrun Nachtschatt	Tel: +43-1-33 17 8 521 Fax: +43-1-33 17 8 151 <a href="mailto:Gudrun.Nachtschatt@ams.at">Gudrun.Nachtschatt@ams.at</a>	Arbeitsmarktservice Österreich (AMS) Treustr. 35-43 A-1200 Wien Austria
Austria	Peter Oberbichler	Tel: +43-1-33 17 8 507 Fax: +43-1-33 17 8 151 <a href="mailto:Peter.Oberbichler@ams.at">Peter.Oberbichler@ams.at</a>	Arbeitsmarktservice Österreich (AMS) Treustr. 35-43 A-1200 Wien Austria
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### *Appendix A 5: List of papers of the Working Group*

There are several series of papers. Some of them can be used for general circulation, some of them are for internal use only; none of the papers are strictly confidential.

- White Papers* – White Papers deal with general topics and cover the topics of the final report of the Working Group (unrestricted circulation)
- Blue Papers* – Blue Papers list performance indicators and discuss their strong and weak points (unrestricted circulation)
- Red Papers* – Red Papers report on harmonized data forwarded by the Members of the Working Group (circulation only with permission of the Members who provided data)
- Yellow Papers* – Yellow Papers contain only information which serves to organize the work in progress (of no use to outsiders of the Working Group)
- Green Papers* – Green Papers cover issues related to the choice of good practices and their presentations (unrestricted circulation)

*List of Papers (latest draft)*

<i>Type of paper</i>	<i>Reference</i>	<i>Title</i>	<i>Date</i>
White Papers	WP 01	PES-Performance, Indicators, Good Practice	19/01/06
	WP 03	Reporting the Benchmarking Results to the head of PES. The Performance of AMS Austria (German Version). First Draft	15/01/07
	WP 04	Reporting the to the European Commission. First Draft	17/01/07
	WP 05	Reporting the to the European Commission. Second Draft	15/03/07
	WP 06	Reporting the Benchmarking Results to the head of PES. The Performance of AMS Austria (English Version). Second Draft	14/05/07

*List of Papers (latest draft)*

<i>Type of paper</i>	<i>Reference</i>	<i>Title</i>	<i>Date</i>
Blue Papers	BP 01	Supporting Flowcharts	23/01/06
	BP 04	Measuring effectiveness and operational efficiency of the Finnish PES	03/03/06
	BP 06	A list of eight performance indicators (Second draft)	03/04/06
	BP 12	Operational definitions of performance indicators Q1–Q3 (Fourth draft)	27/07/06
	BP 13	Operational definitions of performance indicators Q4 and Q5 (Second draft)	27/07/06
	BP 14	Operational definitions of performance indicators Q6 and Q7 (First Draft)	27/07/06
	BP 15	Operational definition of performance indicator Q8 (First Draft)	27/07/06
	BP 20	Information Technology as an Input to PES Performance: A standardized data format (First Draft)	13/11/06
	BP 21	Information Technology as an Input to PES Performance: Data on Austria	13/11/06
	BP 26	Measurement Procedures: The specific approaches taken by the Participating Partners Q1-Q3 (Fourth Draft)	15/03/07
	BP 27	Measurement Procedures: The specific approaches taken by the Participating Partners Q4 and Q5 (Fourth Draft)	15/03/07
	BP 28	Measurement Procedures: The specific approaches taken by the Participating Partners Q6 and Q7 (Fourth Draft)	15/03/07
	BP 22	Capturing Context: A radar chart approach (Fourth Draft)	14/05/07

*List of Papers (latest draft)*

<i>Type of paper</i>	<i>Reference</i>	<i>Title</i>	<i>Date</i>
Yellow Papers	YP 01	Public Employment Services in Europe: a large spectrum of missions	11/01/06
	YP 02	Performance Indicators: A first survey on data availability and ranking	12/01/06
	YP 08	PES Background and Content Information and Indicators in the year 2005 (Third draft)	30/07/06
	YP 10	A tight schedule (Fifth Draft)	19/01/07
Red Papers	RP 04	Transition from unemployment to employment: Indicator 1 (Second Draft)	08/09/06
	RP 05	Transition from unemployment to employment before unemployment lasts long: Indicator 2 (Second Draft)	08/09/06
	RP 06	Transition from measures to employment: Indicator 3 (Second draft)	08/09/06
	RP 07	A cluster approach towards different PES- environments (First Draft)	08/09/06
	RP 08	Benchmarking: Performance Indicator Charts – 8 Indicators (First Draft)	12/09/06
	RP 09	Benchmarking: Participating Partner Charts Countries (First Draft)	12/09/06
	RP 10	Opening access to a large share of vacancies through the PES information system: Indicator 4 (First Draft)	12/09/06
	RP 12	Customer satisfactions: Indicators 6 and 7 (First Draft)	12/09/06
	RP 13	Information technology indicator (First Draft)	12/09/06
	RP 14	Benchmarking of PES Performance Indicators 2004: 13 PES, 7 Indicators, 4 Context Variables (First Draft)	19/12/06
	RP 15	Benchmarking of PES Performance Indicators 2005: 13 PES, 7 Indicators, 4 Context Variables (First Draft)	19/12/06
	RP 16	Making sure that vacancies are filled: Indicator 5 (Second Draft)	19/01/07
	RP 18	Assessment of data quality. Two points of view (Second Draft)	14/05/07

*List of Papers (latest drafts)*

<i>Type of paper</i>	<i>Reference</i>	<i>Title</i>	<i>Date</i>
Green Papers	GP 01	Looking for good practices: A draft questionnaire	01/06/06
	GP 03	(42) Examples of Good Practices: A summary	12/09/06
	GP 04	Do Benchmarking Results Tell about Good Practice? (First Draft)	15/11/06
	GP 05	Assessing Good Practices: A draft questionnaire (Second Draft)	20/11/06
	GP 06	Promotion of apprenticeship training: A good practice pertinent to the core process »Servicing and supporting job seekers«. Austria Good Practice I. (First Draft)	09/01/07
	GP 07	Improving Services for employers: A good practice pertinent to the core process »Servicing and supporting employers«. Austria Good Practice II (First Draft)	09/01/07
	GP 08	Assessing Good Practices: A draft questionnaire (Third Draft)	02/02/07

*List of Papers (previous drafts)*

<i>Type of paper</i>	<i>Reference</i>	<i>Title</i>	<i>Date</i>
Blue Papers	BP 02	Transition from Unemployment to Employment (First draft)	10/02/06
	BP 03	Transition from Unemployment to Employment (Second draft)	28/02/06
	BP 05	A preliminary list of eight performance indicators (First draft)	06/03/06
	BP 07	Operational definitions of performance indicators Q1–Q3 (Third draft)	03/04/06
	BP 08	Operational definitions of performance indicators Q4 and Q5	03/04/06
	BP 09	Operational definitions of performance indicators Q6–Q8	03/04/06
	BP 10	Measurement Procedures: The specific approaches taken by the Participating Partners (Second Draft)	29/05/06
	BP 11	Capturing Context: A radar chart approach	29/05/06
	BP 16	Capturing Context: A radar chart approach (Second Draft)	08/08/06
	BP 17	Measurement Procedures: The specific approaches taken by the Participating Partners Q1-Q3 (Second Draft)	12/09/06
	BP 18	Measurement Procedures: The specific approaches taken by the Participating Partners Q4 and Q5 (First Draft)	12/09/06
	BP 19	Measurement Procedures: The specific approaches taken by the Participating Partners Q6 and Q7 (First Draft)	12/09/06
	BP 22	Capturing Context: A radar chart approach (Third Draft)	15/11/06
	BP 23	Measurement Procedures: The specific approaches taken by the Participating Partners Q1-Q3 (Third Draft)	19/12/06
	BP 24	Measurement Procedures: The specific approaches taken by the Participating Partners Q4 and Q5 (Third Draft)	19/12/06
	BP 25	Measurement Procedures: The specific approaches taken by the Participating Partners Q6 and Q7 (Third Draft)	19/12/06

*List of Papers (previous drafts)*

<i>Type of paper</i>	<i>Reference</i>	<i>Title</i>	<i>Date</i>
Yellow Papers	YP 05	A tight schedule (Second draft)	06/03/06
	YP 06	PES Background and Content Information and Indicators in the year 2005 (Second draft)	12/05/06
	YP 07	A tight schedule (Third draft)	07/06/06
	YP 08	A tight schedule (Fourth draft)	12/09/06
Red Papers	RP 01	Transition from unemployment to employment: Indicator 1	30/05/06
	RP 02	Transition from unemployment to employment before unemployment lasts long: Indicator 2	30/05/06
	RP 03	Transition from measures to employment: Indicator 3	30/05/06
	RP 11	Making sure that vacancies are filled: Indicator 5 (First Draft)	12/09/06
	RP 17	Assessment of data quality. Two points of view (First Draft)	09/03/07
Green Papers	GP 02	Assessing Good Practices: A draft questionnaire (First Draft)	08/08/06
White Papers	WP 02	Reporting the Benchmarking Results to the head of PES. The Performance of AMS Austria (English Version). First Draft	15/01/07

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