

Public Employment Services in Europe

A large spectrum of missions

YP 01
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The Partners of the Working Group agreed on an exchange of »Mission Statements«. This should facilitate a mutual understanding of the context, the goals and the core processes of each of the participating PES.

These Mission Statements are not official documents; they provide sketches to be used only in the context of the Working Group.

It is likely that this Yellow Paper will be updated during the coming 18 months.

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

Vienna, 11 January 2006

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AT
Arbeitsmarktservice
Austria

Mission Statement AMS Austria

- ***Statute / Legal Basis of the PES***
AMS is an organisation under public law.

- ***Mission / Long term objectives and strategies***
 - Platform for information and matching:
 - Optimising the matching on the labour market.
 - Activation before paying benefits.
 - To minimise times of unemployment by early interventions.
 - Prevention of continuous exclusion from the labour market.
 - Development of human resources and support professional training of employees to prevent bottlenecks on the labour market.
 - Support of disadvantaged persons on the labour market and show commitment for equality of men and women.

 - Support social stability:
 - During times of unemployment we provide benefits.
 - Prevention of long term unemployment and long term joblessness..

 - Consequent orientation on clients' needs:
 - Use staff resources effectively towards clients.
 - Improve clients' satisfaction by developing organisation and services.
 - Placing with high quality.

 - Adaptation of services to changing demands on the labour market.
 - Support the adapting of jobseekers to structural changes.

- Improving Services
 - Agreement with clients.
 - Co-operation with private service organisations.
 - Continuation of enhancements of gender-main-streaming in AMS.
 - Using Quality Management to improve the performance in all areas of AMS.
- ***Services to Customers / Key processes***
 - Support jobseekers to find a job and to adapt their qualification to the demand.
 - Support employers to find employees and to adapt qualification of employees.
 - Inform persons, institutions and the general public about the labour market and occupational prospects.
 - Support jobseekers by paying benefits.
 - Support jobseekers (and employers) by the development of human resources with professional training.

- ***Important external and internal targets and indicators***

- Prevention of long-term-unemployment
- Integration of long-term-jobless
- Professional training of persons with problems on the market
- Market share of vacancies
- integration of women after parental leave
- Customer satisfaction
- Share of ALMP budget used for women
- Job-proposals within 1 month of unemployment
- Job-proposals during professional training
- Time span to fill vacancies
- Time span to take up a job
- Staff satisfaction (internal)
- Effectiveness of staff
- Share of women in leading positions in AMS

- ***Organisation***

- Structure: 1 head office, 9 regional offices, 99 local offices
- Number of Employees in AMS (full time equivalents): 4.324
- Inflow of Unemployed 2004: 864.170
- Outflow of Unemployed 2004: 955.893
- Stock of Unemployed 2004. 243.800
- Wage-replacement-rate of unemployment-benefits: 55% of former net-income plus supplements for children (0,97/day) up to a maximum of 80%

2
BE ORBEM-BGDA
Belgium

Mission Statement ORBEM-BGDA Belgium

- ***Statute / Legal Basis of the PES***

ORBEM-BGDA is an organisation under public law

- ***Mission / Long term objectives and strategies***

- Platform for matching :
 - Registration of vacancies,
 - Pre-selection of candidates
 - On line data base with job offers and CVs of candidates
 - Professional reference centres in collaboration with the sectors and the partners in vocational training
 - Collective information meetings
- Registration and guidance of job seekers
 - Contract for professional project
 - Coordination of pathway approach with partnership
 - Partnerships for active job searching
 - Child care for young children of job seekers
 - Assistance for linguistic and IT skills
 - Work permit department
- Implementation of the regional employment policy
 - Administration and supervision of employment measures
- Adaptation of services to changing demands on the labour market
 - Information on the labour market
- Network for Local Employment Platforms
 - Electronic network with shared database on job seekers and vacancies
 - Training for the partners.

- ***Key Services to Customers / Key processes***
 - Support jobseekers to find a job and to adapt their qualification to the demand.
 - Support employers to find employees and to adapt qualification of employees.
 - Inform persons, institutions and the general public about the labour market and occupational prospects.

- Important external and internal targets and indicators
At the moment, ORBEM-BGDA is negotiating a contract with the Brussels government. Targets and indicators will be defined soon.
 - Prevention of long-term unemployment
 - Integration of long-tem-jobless
 - % and time span to fill vacancies
 - Customer satisfaction

- ***Organisation***
 - Structure: 1 head office, 5 local offices
 - Number of Employees in ORBEm 2004 (full time equivalents): 604
 - Inflow of Unemployed 2004: 64.618
 - Outflow of Unemployed 2004: 57.515
 - Stock of Unemployed 2004: 149.794 (annual average 89.504)
 - Wage-replacement-rate of unemployment-benefits:

3
BE
Le Forem
Belgium

Mission Statement Le Forem Belgium

1. Statute / Legal Basis of the PES

LE FOREM is the Public Employment and Vocational Training Service of the Walloon Region (Belgium).

Its missions have been revised in 2002 confirmed by legislation which came into force on 1st April 2003.

It is a « parastatal » government agency, governed by a tripartite Management Committee (representatives of the government, employers and workers).

It is directed by a General Administrator, nominated by the Walloon Government.

2. Mission / Long term objectives and strategies

The new missions for Le FOREM set out in 2002 are now sanctioned by legislation which came into force on the 1st April 2003, at the same time as the decree which established a Walloon company for fee-paying placement services (TRACE!).

The modernisation of Le FOREM, which has been underway for a few years, enables it to fully guarantee its Public Service missions. This refocusing is founded on the following principles:

- the management of general interest activities
- the respect of European law, especially the law concerning competition ;

In strengthening the Public Employment Service and in defining that its objectives are mainly of general interest, two principles are encountered: a) equal treatment for all and b) that the services provided are available to all free of charge.

The main modifications are linked to the internal re-organisation into 3 complementary entities:

- FOREM Conseil, which, besides its traditional work with individuals and enterprises, has the role of director in ensuring the management and distribution of information within the employment and training market, and also to co-ordinate and support all players on the Walloon Region employment market.
- FOREM Formation, the Public Service of professional training;

- FOREM Support, which combines the support services for FOREM Conseil and FOREM Formation (material, finance, staffing etc).

In addition to these 3 entities, Le Forem has established 3 specific and strategic departments, directly attached to the General Administrator : Dept of International Relations, Dept Communications and Marketing, Dept of Information Services.

The role of Le FOREM in its environment :

Le Forem main mission is to improve the functioning of the labour market : obviously, this implies reducing the number of unemployed and creating new jobs but also guaranteeing the quality of these new jobs. To achieve these objectives, le Forem thus acts as an active intermediary between supply and demand and provides its clients with a wide range of services (to individuals and enterprises). But also, Le Forem must be able to mobilise and gather together the various players on the labour market in order to provide adequate responses to clients' needs.

Recent developments

End August 2005, the Walloon Government launched an Priority Action Plan for Wallonia. This Plan includes several measures designed to revitalise the economy and employment in the Walloon Region. Among the main priorities and objectives assigned to Le Forem :

- Answer to labour/skills shortages : The Walloon Employment Market is characterized by a paradox situation : on the one hand, a great number of vacancies remain open and on the other hand, there is about 280,000 jobseekers. There is often inadequacy between offer and demand and therefore, Le Forem is setting up action plans to answer skills shortages : training measures, communications plans, improved screening of jobseekers,...
- Development of language skills : To support the walloon economic development and enterprises' export strategies, Wallonia needs a multilingual labour force. Le Forem is thus responsible for increasing the number and quality of foreign language training programmes, including training abroad for jobseekers, students and teachers.

- Strengthen accompaniment/coaching services to jobseekers : improved profiling and diagnosis of jobseekers

3. Key services to Customers / Key processes :

- **Services to individuals** : counselling on administrative matters, counselling on jobsearch, coaching and accompaniment.

In the framework of the 'Plan d'Accompagnement des Chômeurs', interviews with jobseekers have been strengthened and now, every jobseeker up to 50 year old invited to Forem Counselling Dept for an interview/diagnosis and an individual action plan is set up. (*see also document on Long-Term Unemployment – answers to DG Employment Questionnaire attached*)

Services to individuals also include vocational training services.

- **Services to employers** : support to recruitment (advertising of job vacancies, support to better description of employers' needs), counselling on human resources and access to public aids programmes.
- **Labour market information services** : in order to ensure labour market transparency, the Dept 'Analysis of the Employment and Training Market' publishes and produces regular reports/analysis on the labour market trends, emerging needs, tensions, new qualifications, new forms of employment ... This information is targeted at individuals, employers and partners/other players on the labour market.
- **On-line services** : available services on leforem.be website include job vacancies search, publication of CVs, advertising of vacancies, information services (information on FOREM services, on training programmes, on public aids schemes, information on the labour market, ...), advertising of events, jobs and training abroad, ...
- **Customer center services** : Call centers informing customers on job vacancies, training programmes, access to services ... Important developments and innovations in CRM will be carried out in this field in 2006.

- **Carrefour Emploi Formation** : 14 self-services centers where customers have access to all information, services, on-line services, employment guidance, counselling on training, information on employment and training abroad ...

4. **Important external and internal targets and indicators :**

The main indicators used are production indicators:

- **Services to individuals :**
 - Number of beneficiaries of the services
- **Services to employers**
 - Number of job vacancies received
 - Number of contacts with employers
 - Number of public aid schemes delivered
- **On-line services**
 - Daily consultations
 - Number of vacancies published on line
 - Number of CVs published for the first time
 - Number of CVs on line
 - Request from employers to access to CVs on line
 - Number of registered users
- **Training programmes**
 - Number of training hours
 - Number new trainees
 - Integration rate after 12 months

5. Organisation

- Structure : See pages 6 to 11 of enclosed brochure
- Number of Employees : 3,161 (including employees of the Vocational Training Dept)
- Inflow of unemployed 2004 : 121,664
- Outflow of unemployed 2004 : 61,213
- Stock of unemployed 2004 : 260,658 (111,950 men – 114,108 women)
- Wage replacement rate of unemployment benefits
 - Co-habitant – head of family : min. 894,92 /month – max. 1046,24 /month
 - Single/isolated: 1st year min 751,66 /month – max. 1046,24 /month / 2nd year: min. 751,66 - max. 872,04
 - Cohabitant: 1st year : min 563,68 /month – max. 959,14 /month – 2nd year : min. 563,68 /month – max 697,58 /month

3
BE
VDAB Belgium

Mission Statement VDAB Belgium

1. Statute / Legal Basis of the PES

The Flemish Employment Service (VDAB) is a public-law body vested with corporate personality. The Flemish government determines staff establishment and regulates the legal status of the staff. The Flemish government concludes a management contract with the VDAB, which is translated in a multi annual plan. This multi annual plan is implemented into a yearly action plan.

The board of directors of the VDAB is composed of representatives of employers and employees.

Within the framework of broader reorganisation of the Flemish public sector in 2006 the VDAB will be reformed into a External Independent Agency.

2. Mission / Long term objectives and strategies

The mission, like stated in the multi-annual plan 2005-9 is:

„As a public service provider we want to work on a transparent and dynamic labour market for jobseekers, employees and employers in Flanders, and this both through the co-ordination and the execution of labour market processes.“

The 6 strategic goals in the multi-annual plan 2005-9 are:

1. to provide every jobseeker with an appropriate offer of guidance/training towards work with outflow result;
2. to create an overrepresentation of the disadvantaged groups in the service provision of the VDAB with outflow result;
3. to provide clients with a quick, effective and personalized service through an integrated mix of channels;
4. to be recognized as a co-ordinator that co-ordinates the labour market policy in Flanders in consultation with the partners;
5. to provide training in a more cost-efficient and flexible way in cooperation with the sectors and other partners;
6. to develop and use the competencies of our VDAB collaborators maximally through a professional HRM policy.

3. Key Services to Customers / Key processes

The key services are:

1. For **unemployed jobseekers**:
 - the basic services for job-seekers: this includes registration, administrative processing, customized information, first screening, matching with vacancies.
 - pathway guidance and follow up
 - training
 - o job application training
 - o vocational training
 - o personal skills training
 - o training and guidance on the shop floor
2. For **employers**:
 - free services
 - o registration of and information on vacancies,
 - o support for the optimal description of vacancies,
 - o information on employment measures & training measures,
 - o putting data from the CV-database at disposal and
 - o proactive account management.
 - services for fee
 - o training for employees
 - o commercial online services (e.g. jobspot).
3. For **employees**:
 - free services
 - o information on training possibilities and self services, like CV – database, vacancy- database etc. (cf. unemployed jobseekers)
 - services for fee
 - o training for employees (at a low cost)
 - o career guidance in the competence centres (at a lump sum).

4. Important external and internal targets and indicators

The VDAB has a management contract with the Flemish Government. This contract includes 17 objective parameters.

The 3 most important targets are:

- The VDAB has to realise a ***comprehensive approach***, thus a 100% inclusion in a preventive and curative component
 - o Preventive component
 - 100% of the target group has to be "reached". To realise this target, the VDAB implemented a ***levelled guidance system*** in 2004: depending of the age and the schooling grade different actions are taken. The bottom line is always: to detect and help as early as possible those unemployed who don't have the ability to find a job independently. The first step is the registration as unemployed which can be done through 3 channels (online, call centre and face-to-face in one of the offices) leading to an immediate employable file. From the first week the file is weekly matched with the new vacancies. The second step is a telephonic screening done by the VDAB call centre:
 - for the low schooled unemployed after 3 months of unemployment;
 - for the high schooled unemployed who are less than 25 years old after 4 months of unemployment;
 - for the high schooled unemployed who are at least 25 years old after 6 months of unemployment;

The items handled during the telephonic screening are the accuracy of the file, the ability of the client to do things independently, the familiarity with the VDAB self-service instruments and the detection of the possible spirit of entrepreneurship. If necessary the client is immediately directed by the call centre operator towards the third step: the pathway guidance or restricted actions outside of the pathway guidance (e.g. demo self-service instruments and e-learning).

If the person is still unemployed 3 months after the telephonic screening in any case they're invited for an intensive interview, the intake, thus the third step. If the unemployed can't be reached by phone he's immediately invited to an intake.

o Curative component

Every unemployed person that will be invited by the federal employment service which pays benefits and who hasn't had a personal action plan in the past two years belongs to the target group for this curative action. The implementation is phased:

starting March 2004

- less than 25 years old and at least unemployed for 15 months
- between 25 end 30 years old and at least unemployed for 21 months

+

- all people between 40 end 50 years old who become 37 months unemployed

starting March 2005

- less than 25 years old and at least unemployed for 15 months
- between 25 end 40 years old and at least unemployed for 21 months

+

- all people between 40 end 50 years old who become 37 months unemployed until exploitation of all capacity

starting March 2006

- less than 25 years old and at least unemployed for 15 months
- between 25 end 50 years old and at least unemployed for 21 months

To serve this longer unemployed a yearly extra service package was created, consisting in:

1. 3000 extra training places for long-term unemployed;
2. 400 extra work experience places, customized to the target group (with extra guidance);
3. 400 extra places for training on the work floor, customized to the target group (with extra guidance)

From the 1st January 2006, a part of the service delivery (pathway guidance) within the curative component is tendered. The unemployed will be divided in geographic shares, for which PRES can participate at a tender. The effectiveness of their services will be measured in the 6th, 7th and 8th month after the last action.

The main purpose for this tender is that PRES have specific competencies which can be used in an employment policy, and not that is just gives a possibility to measure effectiveness and efficiency outcomes.

- The **overrepresentation of 4 target groups** in the pathway guidance as a target objective:
 - o the allochtone jobseekers: overrepresentation of 40% in the pathway guidance in 2009 compared to the share in the unemployment population;
 - o the low schooled jobseekers: overrepresentation of 10% in the pathway guidance in 2009 compared to the share in the unemployment population
 - o the disabled jobseekers: overrepresentation of 40% in the pathway guidance in 2009 compared to the share in the unemployment population;
 - o the older jobseekers: increasing representation in the pathway guidance (new specific targets will be set in 2007).

- An **outflow out of unemployment**, divided over different target groups:

outflow out of unemployed	Objectives 2005
all unemployed jobseekers	63%
Low schooled	56%
Older jobseekers	44%
allochtone jobseekers	52%
disabled jobseekers	52%
Long-term unemployed (>1 year)	59%
unemployed who have the ability to find a job independently	70%

5. Organisation

- Structure: 1 head quarter, 13 regional offices, 132 local job shops, 70 competence centres
- Number of Employees in VDAB (full time equivalents): 4.001 (December 2004)
- Inflow of Unemployed 2004: 521.778
- Outflow of Unemployed 2004: 559.599
- Stock of Unemployed 2004: 237.217
- Wage-replacement-rate of unemployment-benefits 2002(last available): 69% (exclusive and inclusive social security)

5
DE
Bundesagentur für Arbeit
Germany

Mission Statement BA Germany

1. Statute / Legal Basis of the PES

BA is an organisation under public law.

2. Mission / Long term objectives and strategies

- Platform for information and matching:
 - Optimising the matching on the labour market.
 - Activation before paying benefits.
 - To minimise times of unemployment by early interventions.
 - Prevention of continuous exclusion from the labour market.
 - Development of human resources and support professional training of employees to prevent bottlenecks on the labour market.
 - Support of disadvantaged persons on the labour market and show commitment for equality of men and women.
- Support social stability:
 - During times of unemployment we provide benefits.
 - Prevention of long term unemployment and long term joblessness..
- Consequent orientation on clients' needs:
 - Use staff resources effectively towards clients.
 - Improve clients' satisfaction by developing organisation and services.
 - Placing with high quality.
- Adaptation of services to changing demands on the labour market.
 - Support the adapting of jobseekers to structural changes.

- Improving Services
 - Agreement with clients.
 - Co-operation with private service organisations.
 - Continuation of enhancements of gender-main-streaming in BA.
 - Using Quality Management to improve the performance in all areas of BA

3. Services to Customers / Key processes

- Support jobseekers to find a job and to adapt their qualification to the demand.
- Support employers to find employees and to adapt qualification of employees.
- Inform persons, institutions and the general public about the labour market and occupational prospects.
- Support jobseekers by paying benefits.
- Support jobseekers (and employers) by the development of human resources with professional training.
- Vocational counselling
- Placement into apprenticeship

4. Important external and internal targets and indicators

- Prevention of long-term-unemployment
- Integration of long-term-jobless
- Professional training of persons with problems on the market
- Market share of vacancies
- Integration of women after parental leave
- Customer satisfaction
- Staff satisfaction (internal)
- Effectiveness of staff
- Share of women in leading positions in BA
- Implementation of diversity strategy (internal)

5. Organisation

- Structure: 1 head office, 10 regional offices, 180 local offices
- Number of Employees in BA (full time equivalents): 79.400
- Inflow of Unemployed 2004: 8.179.309
- Outflow of Unemployed 2004: 8.030.136
- Stock of Unemployed 2004: 4.381.040
- Wage-replacement-rate of unemployment-benefits: 38,0 %

6
FR
ANPE
France

Mission Statement ANPE France

1. Statute / Legal Basis of the PES

ANPE is a public corporation in charge of placement, placed under the authority of the Labour Ministry - Established by ordinance in July 1967.

If we compare to most of the other European PES, ANPE is only a part of french one ; the other institutions contributing are UNEDIC (bipartite organism, composed of employer and union representatives) in charge of unemployment benefits and AFPA (association) in charge of vocational training; under the coordination of the ministry of employment.

The ANPE is mainly funded by the state. Since July 2001, the UNEDIC has also contributed to its funding up to 25% (within the framework of the PARE-PAP programme). The local authorities provide additional support for the reintegration of the Minimum Income beneficiaries (RMI).

2. Mission / Long term objectives and strategies

To help jobseekers find employment, help business recruit, and implement the national active employment policy (employment measures, etc.)

The main guidelines of ANPE are defined in "performance contracts" ("contrats de progrès") negotiated with both ministries of labour and finance for a period of 5 years. Each contract focuses on a central objective.

In the first one (90-94), the main objective was the quality of reception of unemployed people and employers; the present principles of organization have been defined during this period.

The second one (95-98) was focused on the necessities (1) to have enough posted job vacancies to propose to the unemployed, and therefore (2) to get a significant market share (with an objective of multiply by two this share, which implies a total shift in the scale).

Based on the achievements of the second contract (3 millions of posted vacancies per year), the third one (99-2003) focused on prevention of LTU (and therefore, the importance of the first diagnostic), activation and personalization of our services. It was a period of intensive development of methods and services, especially services of guidance.

After these essential steps, the fourth contract (2006-2010) will be focused on the effectiveness and efficiency of the return-to-job process. The main evolution will be the deeper personalization and "contractualization" of the relation between the unemployed and the adviser: through a process of monthly appointments, each unemployed will have a personal adviser ("conseiller référent") in charge of his guidance until his return to job. A statistical and counselling profiling will be implemented in the first week, to improve the diagnostic.

Meanwhile, an operational partnership, engaged between ANPE and UNEDIC (in charge of benefits), aims at implementing a single reception office for both institutions, coordinated services and an integrated information system.

3. Key Services to Customers / Key processes
Cf. above.

4. Important external and internal targets and indicators

Objectives of 2006 can be described in three categories:

- Intensify the activation of the return-to-job process
- Implement the partnership with UNEDIC and local authorities
- Modernize the monitoring and improve our efficiency

41 – Intensify the activation of the return-to-job process means:

Implement the employment policy, with indicators of context, inputs and outcomes:

41-1 – Objectives of the employment policy against LTU and social exclusion

11 – Indicators of context

- Prevent and act against LTU: number of LTU (more than 1 year and 2 years old); under 25 LTU (1 year)
- Act against the discriminations on labour market : rate of employment of the sub-group 50/64 years old ; number of disabled unemployed
- Act against social exclusion: number of beneficiaries of minimum incomes for social integration (« Revenu minimum d'insertion" and " Allocation Spécifique de Solidarité")

12 – Indicators of outcomes

- Improve the return-to-work process of the LTU: sustainable exit rate at 18 months. « Sustainable exit » means an exit from registration which lasts more than 6 months.
- Increase the return to job of certain sub-groups (under 25, LTU, disabled unemployed, over 50 years old and beneficiaries of minimum incomes): semi-sustainable exit rate from registration (at least 3 months long)

13 – Indicators of inputs

- number of services of guidance, subsidized jobs and other measures, vocational trainings, actions with other partners, actions of job-matching with employers etc.

41-2 – Objectives of the employment policy related to the efficiency of the labour market

21 – Indicators of context

- Optimize the matching on the labour market: indicators of tension on 6 particular occupations (defined at a national level)

22 – Indicators of outcomes

- Increase the rate of filled vacancies of the occupations subject to tension (defined at a regional level)

23 – Indicators of inputs

- Number of fiscal measures (1000) for young unemployed returning to job in occupations subject to tension

24 – Improve the effectiveness of subsidised jobs in the non-profit sector

Indicator of outcome: semi-sustainable rate of exit from registration after a subsidised job

Indicator of inputs: number of services of guidance and trainings for the beneficiaries of subsidised jobs

41- 3 – Objectives of intensifying activation of the return-to-job process

- Increase the number of filled vacancies
- Increase the number of placements referred to by ANPE

42 – Implement the partnership with UNEDIC and local authorities

Indicators will be defined later on.

43 – Modernize the monitoring and improve our efficiency
- Indicator of productivity: based on the number of services delivered in regard to the number of staff
- Indicator of staff resources effectively involved in serving clients on a personal level
- Indicator of cost control (to be defined)
- Indicators or actions related to risk management (to be defined)

5. Organisation

All these figures will be updated at the beginning of 2006

Structure (01/01/2005) :

1 head office : General directorate, 22 Regional Offices and 4 overseas district offices

115 district offices

797 local agencies and 190 local relay centres; 29 specialist units

1050 partner sites

Number of Employees in ANPE (full time equivalents):

23.220 staff (01/01/2005)

Inflow of Unemployed 2004 :

4 529 000(category 1 of unemployment)

(category 1 = without work, immediately available, obliged to actively seek work, looking for a full-time permanent position)

Outflow of Unemployed 2004 :

4 260 600 (cat.1)

Stock of Unemployed dec. 2004 :

2 444 200 (cat.1)

Wage-replacement-rate of unemployment-benefits: a new agreement on unemployment-benefits is upcoming soon.

7
IE
FAS
Ireland

Mission Statement FAS Ireland

1. Status/Legal Basis of the PES

FÁS is a semi-state agency established on a statutory basis under Irish legislation. Among FÁS' responsibility is the provision of a Public Employment Service within Ireland.

2. Mission

- To help unemployed people to find employment or to return to the workforce
- To meet the skill needs of the employer by referring unemployed people to relevant training programmes.
- To provide intensive support to disadvantaged people.
- To assist employers to fill their vacancies.

3. Service to Customers

FÁS Employment Services provides services to two major client groups within the labour market

(a) Jobseekers

Services provided include:

- Information and advice
- Occupational guidance, assessment of needs, development of a career/occupational/employment action plan
- Access to training and other labour market interventions
- Referral to other services as appropriate
- Job placement
- National Contact Centre (telephone and internet)
- Self service access to information and CV service
- Access to job vacancy information throughout Ireland and in the EEA countries

(b) Employers

Services provided include:

- Register of job seekers
- Database of vacancies
- Job matching service to employers
- National Contact Centre (telephone and internet)
- Wide distribution of job vacancy information to job seekers throughout Ireland and in other EEA countries
- Self service access to information
- Follow through support and assistance to employers from the Employment Services Offices
- Current local labour market information such as wage rates, availability of skills, grants and supports

The rate of Unemployment Benefit paid is earned related i.e. it is related to the salary earned versus the number of stamps paid in a year. When a claim is made for unemployment benefit the rule is generally that the reckonable earnings are looked at two years prior to the year the claim is made in, i.e. a person making a claim in January 2006 would be assessed on their reckonable earnings for 2004.

If a person earns more than 150 they are entitled to the full-rate of UB 165.80

If a person earns between 125 - 149.99 they are entitled to 129.90 UB

If a person earns between 80 – 124.99 they are entitled to 107.10 UB

If a person earns less than 79 they are entitled to 74.50

8
FI
Finland

Mission Statement Finland

- ***Statute / Legal Basis of the PES***

Act on Public Employment Service (1295/2002) and Decree on Public Employment Service (1344/2002).

- ***Mission / Long term objectives and strategies***

– Vision 2010

Finland will be a knowledge-based welfare state providing employment opportunities for all.

Employment services will have been reorganised to meet the challenges of the new labour market situation and the changing worklife.

– Challenges

There will be a significant change in the operating environment of our labour policy. With the baby-boom generation retiring, this decade will see the number of people leaving the labour force exceed the number of young people entering it by 10,000 every year. This gradual process of change will reach its peak at the turn of the decade. As the younger generations grow smaller, changes in educational planning will not be able to help meet the demand for labour in the future. Instead, our labour policy should focus on developing the work organisations and providing continuous training for employees. Ensuring the availability of skilled labour will require the following

- Young people will establish themselves in worklife earlier than today.
- Exit from worklife will take place later than today.
- Unemployed jobseekers' resources will be utilised better than today.

- ***Key Services to Customers / Key processes***

Public Employment Services include placement, information services regarding training and occupational choices and vocational retraining.. Employment offices introduce and demonstrate open vacancies to the jobseekers and also introduce possible jobseekers to the employers and in addition all the other active measures that Employment office can do to fill vacancies. Also the monitoring of the employment situation and the needs of the employers are proceeded. Employment offices monitor the filling of the open vacancies. Based on free choice and freedom of choice labour exchange service will promote effective and appropriate location on work of the labour force. Employer should get the best possible employee for the job and employee should get a job that is the best for him/her ability. Employment offices give non-Finnish citizens information about working (working permits and possibilities) in Finland and also information to Finnish citizens about their working possibilities abroad.

During 2004 to 2006, a structural reform of the public employment services will be carried out, placing the services for those difficult to employ within specialised employment service centres. Simultaneously, the operations of the employment offices will be developed by focusing on the provision of employment exchange, job seeking and professional development services in order to ensure the availability of labour.

The employment offices will be developed as meeting points for jobseekers and employers, as experts on labour market issues and as strategic partners in subregional development efforts. The objective is to enable the employment offices to focus more clearly and with greater results on serving the groups of customers with employment opportunities on the open labour market. The reform of the service structure will also provide better functional opportunities to serve the employers. Employer services will be directed mainly to

better meet the service needs of SMEs. Such operations will focus on the anticipation of labour and training needs as well as cooperation with the area's businesses and other key partners.

- ***Important external and internal targets and indicators***

Shortage of labour will not restrict economic growth in Finland. To ensure the availability of skilled labour, the following policies of action will be implemented in collaboration with other administrative branches and the following measures will be prepared:

Ensuring quick employment.

- Through more efficient employment services, finding a job for unemployed persons and those changing jobs as quickly as possible on the open labour market.
- Developing the employment offices into jobseeking centres operating as active meeting points for jobseekers and employers.
- Developing the services provided by the employment offices for employers by increasing the offices' contacts with employers and ensuring the availability of labour through effective forecasting.
- Introducing a more efficient electronic service system.
- Reducing the gender division of labour to ensure the availability of labour and shorten jobseeking periods.
- Increasing the regional mobility of the labour market.

Expediting young people's establishment to worklife.

- Improving the cooperation between educational guidance and counselling and vocational guidance, and increasing opportunities for young people to acquaint themselves in practice with industry and commerce.
- Making the joint application procedure and other paths to training and education more efficient in order to further shorten the period of time young

people need to wait before they can start their studies.

- Increasing the appreciation and appeal of vocational training through content reforms and increased educational guidance and counselling.

Raising the average exit age from the labour market.

- Creating, in cooperation between various sectors and actors, a horizontal strategy for improved maintenance of capacity for work, well-being at work and pleasantness of work.
- Assessing the possibilities for older people to work part time without compromising their social security entitlements.
- Assessing how the development of the part-time pension and partial disability pension schemes could support part-time work that maintains capacity for work and how such support could, where necessary, be extended to those under the age of 58.
- See measures towards the development of worklife.

Ensuring the availability of skilled labour through adult education and training.

- Directing more labour market training as joint procurements to sectors with recruitment problems as well as to sectors where problems with the availability of labour are anticipated. Launching extensive job rotation (ESF product development project).
- Using more labour market training in situations where businesses undergo changes and dismiss employees. Allocating training to older persons, those with lower education and SME employees. Promoting SME on-the-job training as a joint procurement.
- Improving the quality and efficiency of labour market training, with a focus on the needs of individuals and businesses. Tailoring the training and providing a firm connection with working life. Making the labour market training procurement system more flexible and less complicated.
- Increasing the quality and impacts of subsidised work by complementing it with on-the-job learning and training.

- Increasing training that upgrades adults' vocational skills. Extending the programme aimed at increasing the competence of the least educated employed adults ("Noste"), to cover at least 10,000 new people a year.

The monitoring of the targets takes place on the basis of the management by result system, which consists a set of indicators measured mainly on the level of employment office. Indicators on societal impacts of the Labour Administration (two first especially for PES):

Structural unemployment (the number of " hard to place customers(a+b+c+d), job seeker register)

- a Long-term unemployment
- b Recurrent unemployment (12/16)
- c Unemployed after participation in active labour policy measures
- d Recurrent participation in labour policy measures

Recruiting problems and shortage of labour (survey)

share of employers faced by recruiting problems
share of employers who could not recruit all workers they needed

Expectation of time spend in the labour market at age 15 and 50

(Labour Force Survey, population statistics)

The performance prism consist 12 performance indicators measuring the effectiveness, output, service ability and customer satisfaction at the level of employment office.

- **Organisation**

- Structure: (Ministry of Labour Labour Market Policy Implementation Department), 15 regional offices (Employment and Economic Development Centres, Labour Market Departments), 148 local employment offices
- Number of Employees at local employment offices 4 138, of which 269 part-time workers

- Inflow and outflow of Unemployed 2004

	At the beginning of the year	Inflow	Outflow	During the year
Persons	282 299	288 696	290 361	570 995
Unemployment spells		883 561	885 226	

- Stock of Unemployed 2004

Unemployed jobseekers	288 402
Laid offs	13 240
Unemployed without laid offs	275 162

- Wage-replacement-rate of unemployment-benefits: Earnings related unemployment allowance for insured unemployed workers and basic allowance for non insured unemployed workers.

8
LV
State Employment Agency
Latvia

Mission Statement SEA Latvia

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Mission Statement State Employment Agency, Latvia

1. Statute / Legal Basis of the PES

State Employment Agency (SEA) is a state agency under supervision of the Ministry of Welfare. The Support for Unemployed Persons and Persons Seeking Employment Law determines main tasks and competence for SEA. SEA is an implementing body of the state policy on unemployment reduction.

2. Mission / Long term objectives and strategies

The mission of the SEA is to become a bridge between employers and employees, thus reducing the unemployment rate in Latvia.

In March, 2004 "Mid-term Operational and Development Strategy of the State Employment Agency for 2004-2007" was approved. The objective of this strategy is to develop an effective system, which would be capable of sustainable development, relevant to the joint employment policy of the EU and would implement state policy in the field of unemployment reduction. The main objectives defined in the strategy are:

- provision of qualitative and effective assistance to the persons who have lost their jobs;
- provision of services relevant to the abilities of an unemployed person, his/her education, occupational suitability, health and living conditions, thus promoting competitiveness of a person who has been excluded from active labour market for a certain period of time, and integration into the labour market;
- implementation of functions related to the workforce mobility, and monitoring and control of the ESF projects, within the powers delegated to SEA as an second level intermediate body.

After Latvia has joined the EU in 2004 all the EU employment policy targets and guidelines apply also to Latvia. For successful achievement of the strategic targets in the field of employment set by the EU it is necessary for all involved governmental institutions including SEA to develop and improve their capacity and the quality of

services, as well as effective mechanisms for follow-up and evaluation of reached results.

In order to achieve the defined objectives, the following tasks for SEA are identified to be implemented:

- raising public awareness on possibilities to receive the SEA assistance concerning issues related to job placement and enhancing competitiveness of the labour market;
- providing information and effective assistance to customers (job-seekers, unemployed persons, employers etc.) within issues related to job placement in local and international labour markets;
- improving effectiveness and quality of services, and provision of equally qualitative services in all local offices of the SEA;
- provision and development of services in line with the state employment policy on reduction of unemployment rate, labour market demand and supply, needs and wishes of customers;
- improvement of co-operation with employers, development of services for the employers;
- implementation of functions delegated to the SEA in the ESF administration process, including monitoring and control of the ESF projects within the powers delegated to the SEA as a second level intermediate body;
- development of a transparent, effective and rational management of the funding allocated for the provision of services;
- optimisation of administration of the services provided by the SEA;
- development of Information Technologies and creation of unified web-based database for registration of the unemployed and vacancies.

3. Key Services to Customers / Key processes

State Employment Agency:

- helps unemployed persons and job-seekers to find jobs;
- organizes and implements active labour market measures for the unemployed and job seekers: occupational training, retraining and raising of qualification courses; paid public works; measures and projects aimed at helping unemployed persons and job-seekers to increase competitiveness; measures for specified groups of unemployment persons at the risk of social exclusion and measures to facilitate start up of business activities and self-employment.
- provides consultations to unemployed persons and job-seekers about professional issues, helping them to choose a profession or to undergo retraining;
- organises dialogue between employers and unemployed persons, as well as information exchange among them;
- licenses and supervises legal entities which offer fee-based job location services (except for those which seek crew members for ships);
- helps students to find summer jobs;
- provides information about the supply and demand in labour market.

4. Important external and internal targets and indicators

- Increasing employment level: number of unemployed persons and job-seekers who find job within 6 months; number of unemployed who find job within 6 months after participating in occupational retraining or retraining courses during the year; number of unemployed persons who find job within 6 months without long-term support.
- Improving co-operation with employers: number of registered job vacancies; number of visited employers; number of unemployed persons involved in paid temporary works or subsidized work places especially created for specific target groups of unemployed (young unemployed and unemployed with disabilities).

- Facilitating a decline in the rate of long-term unemployment: number of long term unemployed (registered with SEA for more than 1 year) involved in active labour market measures.
- Efficiency of delivery of services.
- Improving effectiveness of staff.
- Supporting development of professional skills of unemployed with disabilities.

5. Organisation

- **Structure:** at the end of 2004 SEA had 1 central board (head office) and territorial structural units – 28 local offices (affiliates) and 30 local sectors
- **Number of Employees in SEA (full time equivalents):** at the end of 2004 SEA had 555 staff employees
- **Inflow of Unemployed 2004:** in 2004, SEA granted unemployment status for 112 457 persons
- **Outflow of Unemployed 2004:** in 2004, 112 348 unemployed lost their unemployment status, of which:
 - 59,2% - failure to fulfil the duties of an unemployment person specified in The Support for Unemployed Persons and Persons Seeking Employment Law without a justified reason;
 - 37,2% - the acquisition of status of the employee or self-employed person;
 - 1,5% - reaching the age necessary for the granting of the State old age pension;
 - 0,2% - moving for permanent residence outside of Latvia;
 - 1,9% - other reasons.
- **Stock of Unemployed 2004:** on December 31, 2004, SEA had registered 90 800 unemployed persons.
- **Wage-replacement-rate of unemployment-benefits:** SEA has not such information

9

NL

Centrum voor Werk en Inkomen

The Netherlands

Mission Statement CWI The Netherlands

- ***Statute / Legal Basis of the PES***

At 1st January 2002 a new structure for public employment services and social security was implemented. An important part of this structure is the Central Organization for Work and Income (CWI). This organization is a public statutory body which delivers services in the chain of work and income. This chain include the employee insurance agency (UWV) and the municipalities. The tasks of the CWI are regulated in the law on the structure of tasks concerning employment services and social security (Wet structuur uitvoeringsorganisaties werk en inkomen – SUWI wet).

- ***Mission / Long term objectives and strategies***

The mission of CWI is to strengthen the dynamics of the economy by contributing to a good functioning of the labour market and a large as possible labourparticipation. Main objectives

- CWI provides services to employers
- CWI takes care for a transparant labour market
- CWI stimulates the development and utilisation of talents for the labourmarket and prevents or shortens the dependency on benefits
- CWI is partner in the chain of Work, Sheltered Employment and Income
- Efficient processing of applications for work permits for alien workers and application for dismissals.
- CWI is an effective, efficient, customeroriented, innovative and transparant organisation (management objective

- ***Key Services to Customers / Key processes***

- Service to persons and to enterprises)

The assignment to the CWI and her role in the chain of services in the field of work and income are translated in the following concrete main objectives in the yearly activityplan:

- the CWI takes care of a transparent labour market. In this framework it provides information on

- professions, perspectives on the labour market and education. It also includes information on vacancies, labour supply and the developments on the labourmarket. The CWI stimulates the self activation of job-seekers and employers.

- Employers and job-seekers may self register the data on

- vacancies and c.v.'s in the internet. In the internet application (www.werk.nl) a matching module is included.

- the CWI pro-actively support or on request of the employers the matching to vacancies. The vacancies may be notified spontaneously by the employers or obtained by active acquisition by the CWI

- the CWI deals timely and correctly applications of permits for dismissals and work permits for aliens to work in the Netherlands.

- Service to other customers

Besides services to persons and enterprises CWI also delivers services to the Employee Insurance Agency and

municipalities (application intake for benefits, reintegration advices), and to local, regional and national authorities

especially with regard to information about the labour market.

- ***Important external and internal targets and indicators***

- Indicators related to transparent labour market, such as market share of vacancies, number of vacancies in database, number of cv's, visits on the website
 - Indicators related to vacancymatching such as number of vacancies inserted in database, number of notified vacancies, number of filled vacancies
 - Indicators related to gatekeeping function of CWI such as preventionratio, outflowratio, gatekeeping ratio, satisfaction of partners concerning reintegration advices.
 - Indicators related to the role of CWI in the process of benefitsystem such as timely delivery of application, completeness of the data as well satisfaction of partners
 - Indicator related to the assignment of treatment of applications for permits for dismissals and work permits for alien workers.
 - Indicators on customers' satisfaction, sick leave, ratio indirect/direct staff, budget, employee's satisfaction
- These indicators are internally and externally presented in Balanced Scorecard.

- ***Organisation***

Structure: number of regional and local offices

The CWI covers a national network on three levels:

- The de-central level with 130 Centres for Work and Income;
- 6 districts, mainly with supporting function;
- the central-mainly managerial-level.

- Number of Employees (full time equivalents): 4722
- Inflow of Unemployed 2004: 741.995
- Outflow of Unemployed 2004: 722.330 (estimated)
- Stock of Unemployed 2004: 692.210 (December 2004)
- Wage-replacement-rate of unemployment-benefits: 70%

10
SI
Employment Service
Slovenia

Mission Statement ESS Slovenia

- ***Statute / Legal Basis of the PES (Slovenia)***

Legal form: The activities of the Employment Services Slovenia (ESS) are laid down by the 1991 ***Employment and Insurance Against Unemployment Act***. It is an independent legal entity with public institute status. It operates uniformly across the whole of Slovenia. In addition to laws and regulations that relate directly to employment, the ESS also performs tasks on the basis of laws and regulations that govern other related areas of social activity; these include the Pension and Disability Insurance Act, the Healthcare and Health Insurance Act, the Employment and Work of Aliens Act, the Training and Employment of Disabled Persons Act, education legislation (vocational guidance, advice and education), employment regulations (redundant workers, traineeships, employment contracts, inspections, etc.), and social security regulations (maternity benefit, entry of insurance periods in workers' records, calculations of income limits, cadastral income, revaluation, etc.). EU legislation is also taken into account.

The tasks of the ESS are defined by the ESS Business Plan, which is adopted by the Administrative Board. The ESS base document is the ESS Statute.

Professional tasks of the ESS: professional assistance to unemployed people returning to work; assistance to employers to fulfill their need for workers; helping unemployed people and scholarship-recipients to efficiently exercise and protect their rights and professional assistance; cooperation with expert institutions, providers of employment programmes and social partners in developing the labour market; professional assistance in the ESS's fields of activity to legal and private entities

- ***Mission / Long term objectives and strategies***

The Employment Service of Slovenia guarantees the users of its services a professional assistance in entering the labour market and thus it contributes to increased employability, decreased unemployment and better social security.

Basic Objectives

- To shorten the registration period of unemployed people at the ESS, using an efficient approach
- To achieve comparability with the EU employment services with the quality development of services
- To proactively co-operate with the ESS' partners in order to achieve the key targets of labour market development
- To release funds for the work with difficult-to-employ people with the development of contemporary forms of work
- To guarantee the ESS' users their material rights timely and adequately
- To reduce unemployment and increase employment;
- To facilitate a successful professional career development of the individual;
- To improve the unemployment structure, in particular by reducing the share of unqualified workers and the long-term unemployed;
- To remove regional discrepancies on the labour market;
- To increase the social inclusion of people who are having greatest difficulty in re-integrating themselves into the labour market.
- To guarantee social security for those entitled to it
- To ensure uniform quality of services throughout Slovenia

- ***Key Services to Customers / Key processes***

Basic Activities:

- Job mediating and careers advice
- Implementation of unemployment insurance
- Employment policy measures and programmes
- Issuing of employment and work permits for foreign workers
- National programme of scholarships for young people
- Formulation of analytical, developmental and other

material on basic areas of ESS activity

- Provision of information on the labour market

- ***Important external and internal targets and indicators***
 - reducing the number of unemployed people
 - share of vacancies with the assistance of ESS
 - working with employers
 - reducing the share of unqualified unemployed people, the long-term unemployed and women
 - reducing regional discrepancies
 - preparing an individual employment plan in two months after the registration
 - encouraging enterprise by involving unemployed people in programmes designed for this purpose

- ***Organisation***

The ESS is an ***independent legal entity with public institute status*** that operates uniformly ***across the whole of the country***. The organisational and functional aspects of ESS operations take place on three levels: at ESS headquarters, where the management and the central office are located, in regional offices and in local offices throughout Slovenia.

- Structure: number of regional and local offices

Central office - 1

The central office ensures that there is a uniform methodology for the professional and operational execution of procedures relating to ESS activities, and provides all organisational areas within the ESS with informational, analytical, legal, personnel, financial, accounting and developmental support.

Regional offices - 12

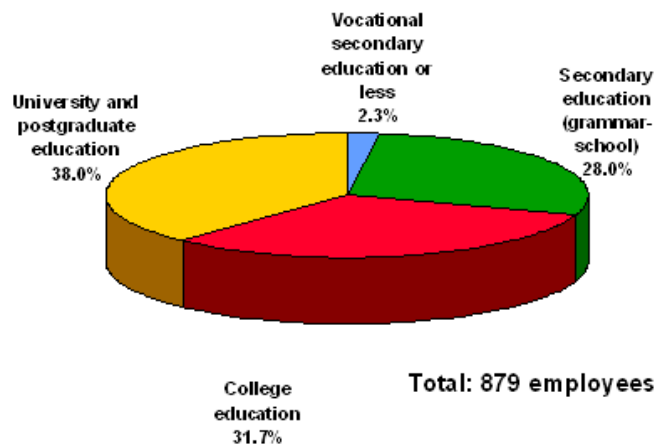
Regional offices perform professional and operational tasks relating to ESS activities in their area, monitor and study employment and unemployment trends, provide advice and professional and operational help to LOs in their territory, and work with employers, subcontractors providing ESS services and local players on the labour market.

Local offices - 58

Through direct contact, local offices provide clients with rights relating to job mediation and work, careers advice, rights stemming from unemployment insurance, the implementation of employment programmes, vocational guidance for young people and adults, and scholarships.

- Number of Employees in AMS (full time equivalents):

Educational Structure of ESS Staff as at 31 December 2004



- Inflow of Unemployed 2004:

In 2004, **95,565 unemployed people newly registered with the ESS**. The largest category of newly registered people in 2004 was made up of those whose **temporary employment had ended** (34.6%). Over a quarter of newly registered **ESS** people in 2004 was made up of those whose **temporary employment had ended** (34.6%). Over a quarter of newly registered people were first-time jobseekers (25,988, or 27.2%), and 13,659 (14.3%) were registered as

permanently redundant workers or as persons unemployed due to bankruptcy. A total of 23.9% of newly registered people registered for other reasons (consensual termination of employment, the completion or suspension of public works, termination of operations by employer, etc.). workers or as persons unemployed due to bankruptcy. A total of 23.9% of newly registered people registered for other reasons (consensual termination of employment, the completion or suspension of public works, termination of operations by employer, etc.).

➤ Outflow of Unemployed 2004:

In 2004, **100,830 people left registered unemployment: 54,257** found employment: 44,305 left or were removed from the register for reasons unrelated to employment, and 2,268 were transferred to a register of people registered with the ESS pursuant to other laws.

➤ Stock of Unemployed 2004

There were **90,728 registered unemployed people** in Slovenia at the end of 2004. On average, 92,826 unemployed persons were registered with the ESS in 2004. The **registered unemployment rate** was **10.4%** at the end of 2004).

➤ Wage-replacement-rate of unemployment-benefits:

Entitlement holders for **unemployment benefit (UB)** :
Persons who became unemployed through no fault or will of their own and were employed for at least 12 months in the 18 months prior to the termination of employment
The basis for calculation UB: the average monthly wage for 12 months before the employment was terminated

The level of UB:

- 70 % during the first three months
- 60 % in the remaining months
 - the lowest is set at 100 % of the guaranteed wage
 - the highest at 300 % of the guaranteed wage

Entitlement holders for *unemployment assistance (UA)*:

- People whose right to unemployment benefit has ended
- People who completed trainee period which lasted less than 12 months

Pre-condition for being entitled to unemployment assistance is that family income per member of family does not exceed a certain level set by law

The level of UA : 80% of guaranteed wage

11

SK

***Central Office of Labour,
Social Affairs and Family
Slovakia***

Mission Statement UPSVR Slovakia

1. Statute / Legal Basis of the PES

UPSVR (Central Office of Labour, Social Affairs and Family) is state administration office under public law. The field of Social Affairs and Family is not the object of this paper.

2. Mission / Long Term Objectives and Strategies

Lowering Overall Rate of Unemployment

Increasing Adaptability of Workers and Enterprises

Attracting more People to the Labour Market and Making Work Real Opinion for All

More Effective Investment in Human Capital and Lifelong Learning

Activation before Paying Benefits

Improving Services

3. Services to Customers

Encourage Jobseekers to Seek Work Actively

Support Employers to Find Employees and to Adapt Their Qualification to the Demand

Information Persons, Institutions and General Public about Labour market and Occupational Prospects

Support Jobseekers and Employers by development of Human Resources

Individual and Targeted Approaches to The Unemployed Persons

4. *Important External and Internal Targets and Indicators*

Increasing Participation of Long-term Unemployed Persons, Young People, Women, People with Disabilities, Low Skilled and Old Workers

Bridge the Gap between Skills the Unemployed Young People Acquired in Their Initial Education and the Skills needed to Succeed on Labour Market

Focus on Marginalised Groups (to Integrate Roma Population Needs)

Modern Active labour Policies and Public Employment Services
Effectiveness of Staff

Support for the Development of Employment Services provided by the Private Sector

Encourage Investment in Human Capital and Foster Lifelong Learning

Greater Access to Training for the Unemployed and Inactive

5. *Organisation*

Structure: 1 Head Office, 46 Local Offices

Number of Employees: (full time equivalent) 3 446

Inflow of Unemployed 2004: 362 847

Outflow of Unemployed 2004: 431 916

Average Registered Unemployed 2004: 409 112

13

UK:

Jobcentre Plus

United Kingdom

Mission Statement JCP United Kingdom

1. Statute / Legal Basis of the PES

- Jobcentre Plus is an Executive Agency of the Department for Work and Pensions. I enclose the Jobcentre Plus Vision which provides the source data as outlined below.

2. Mission / Long term objectives and strategies

- *To help disadvantaged people into work, as a route out of poverty*
 - Operating the platform from which the Government can test new welfare to work strategies and experiment in their delivery.
 - ***Servicing employers' recruitment needs – bringing in and filling vacancies in which to place disadvantaged customers.***
 - Delivering work focused interviews (with advisers) to encourage those on benefit to voluntarily engage in wider work related support, including the New Deal.
 - Paying in-work entitlements and providing access to tax credits, and smoothing the financial transition into work.
 - Providing advice and support in finding work.
 - Enabling customers to overcome their barriers to work (eg. skills, motivation, drug dependency, etc).
- ***To provide financial support as a safety net for people of working age while they are out of work***
 - Ensuring that customers are aware of and receive the benefits to which they are entitled, accurately and on time.

- Ensuring the integrity and security of the benefits system on behalf of taxpayers.
 - Delivering the Social Fund as the ultimate welfare state safety net.
 - Gathering information on behalf of the Child Support Agency.
 - Working in partnership with the Disability and Carers Service, to help disabled customers claim Disability Living Allowance.
 - Providing a smooth hand off to Local Authorities for Housing and Council Tax Benefit.
-
- *To address inequalities of opportunity*
 - Engaging and gaining credibility with employers, offering a broad range of applicants for their vacancies, with a view to encouraging them to employ disadvantaged customers.
 - Offering up-stream advice and support to help improve employers' recruitment flexibility and diversity.
 - Helping disadvantaged customers be ready and able to find sustainable employment.
 - Managing the active regime for jobseekers that requires them to actively seek work.
 - Helping those with basic skills (literacy and numeracy)/English as a second language needs to access relevant training.

- *To address market failure in the labour market*
 - Matching customers of working age with employers' vacancies.
 - Helping job changers find new jobs through the internet job bank.
 - Enabling customers to access training that improves their employability and is relevant to local labour market needs.

3. Services to Customers / Key Processes

- Helping disadvantaged people into work, as a route out of poverty;
- Providing financial support as a safety net for people of working age while they are out of work;
- Addressing inequalities of opportunity;
- Protecting the integrity of the benefit system; and
- Working with employers and partners to address market failure in the labour market.

All these activities underpin the Department for Work and Pensions' purpose of promoting "opportunity and independence for all".

4. Important external and internal targets and indicators

- Job entry target (from April 2006 the Job Outcome Target)
- Employer Outcome Target
- Customer Service Target
- Business Delivery Target
- Monetary Value of Fraud and Error Target
- Unit Cost Target

Each of the main targets are reported externally and are underpinned by a series of internal key management indicators and management information. I enclose our internal document "Achieving the Best" which sets out our targets in more detail.

5. Organisation

- *National Tier: Strategy and Planning Directorate, Business Design Directorate, External Relations and Communications Directorate, Human Resource Director, Finance Director.*
- Chief Operating Officer: Director of Contact Centres, Business Delivery Director, and Director of customer Service Delivery.
- Delivery organisation comprises of around 1000 Local Service Outlets organised across 11 Regions and 50 Districts, Benefit Processing Centres and a virtual network of Contact Centres.
- Total number of employees – 73,000 approximately;
- Please see annex with latest labour market information.

12
List of Papers of the Working Group

List of papers of the Working Group

All papers of the Working Group will be distributed by the group of consultants to each of the Participating Partner:

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

<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
Blue Papers	BP 01	Supporting Flowcharts	23/01/06
Red Papers			
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 03	Mutual Learning-Benchmarking among Public Employment Services (PES): A schedule	20/01/06
Green Papers			

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