

Looking for good practices

A draft questionnaire

First Draft
GP 01
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Synthesis Forschung
Kolingasse 1/12
A-1090 Wien
Telefon +43 1 310 63 25
Fax +43 1 310 63 32
E-Mail office@synthesis.co.at
<http://www.synthesis.co.at>



ÖSB Consulting GmbH
Meldemannstraße 12-14
1200 Vienna
Telephone +43-1-33 168-0
Fax +43-1-33 168-101
E-Mail info@oesb.at
<http://www.oesb.at>

The Participating Partners take a keen interest in an exchange on good practices in their PES organizations. The very purpose of establishing performance indicators and carrying out the benchmarking exercise is to provide a systematic framework for discussing good practices.

On the road map of the Working Group, the Workshop in June 2006 is marked as the starting point to deal with the issue of how to exchange good practices.

This questionnaire serves the purpose to learn about the areas in which the Participating Partners think that their PES can contribute to the good practice exchange. The Participating Partners are asked to suggest three good practices in their PES.

The fourth Workshop in September 2006 will make use of this material in a more extensive discussion of the issue.

This draft paper is subject to revisions. The revisions might turn out to be substantial.

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

Vienna, 1 June 2006

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Good Practice: the view from within the PES

Each PES has continuously to adapt to changes in the environment it is operating in. Some of these changes are small, some are far reaching. In either case the PES looks for ways to meet the challenges it faces. This brings about changes in the organizational practices. These might not be »new« altogether; adjustment often takes places by rearranging existing practices or by reallocating resources between activities or by readjusting the interfaces between activities.

The questionnaire asks about three practices (considered to be good practices by the organization) which either

- have been introduced newly over the past four years
- or have attracted more attention and resources over the past four years.

Such practices might relate to

- planning and controlling procedures
- techniques of resource allocation among different organizational units
- training (and other forms of personal development) within the PES
- financial reward system of the PES
- the organizational boundaries and interfaces between organizational units
- technology
- services offered to employers
- services offered to job seekers
- special combinations of services offered
- training programs
- counseling programs
- financial support (subsidies) to employers within specific programs
- financial support for job seekers / employees within specific programs
- platforms for networking of employers
- platforms for networking of job seekers and employees

2
Good Practice I

2.1	PES				
	Name				
	Address				
2.2	Good practice				
2.3	Description				
	– Activities				
	– Goals				
	– Targets				
2.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to				
	– planning and controlling procedures				
	–				
	Related to				
	– techniques of resource allocation among different organizational units				
	Related to				
	– training (and other forms of personal development) within the PES				
	Related to				
	– financial reward system of the PES				
	Related to				
	– the organizational boundaries and interfaces between organizational units				
	Related to				
	– technology				
	Related to				
	– services offered to employers				

Good Practice I

2.4	<i>Please tick and explain</i>	exclusively	mainly	hardly	not at all
	Related to				
	– services offered to job seekers				
	Related to				
	– special combinations of services offered				
	Related to				
	– training programs				
	Related to				
	– counseling programs				
	Related to				
	– financial support (subsidies) to employers within specific programs				
	Related to				
	– financial support for job seekers / employees within specific programs				
	Related to				
	– platforms for networking of employers				
	Related to				
	– platforms for networking of job seekers and employees				
2.5	<i>Introduced in:</i>				
2.6	<i>Organizational units involved</i>				

3
Good Practice II

3.1	PES				
	Name				
	Address				
3.2	Good practice				
3.3	Description				
	– Activities				
	– Goals				
	– Targets				
3.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to				
	– planning and controlling procedures				
	–				
	Related to				
	– techniques of resource allocation among different organizational units				
	Related to				
	– training (and other forms of personal development) within the PES				
	Related to				
	– financial reward system of the PES				
	Related to				
	– the organizational boundaries and interfaces between organizational units				
	Related to				
	– technology				
	Related to				
	– services offered to employers				

Good Practice II

3.4	<i>Please tick and explain</i>	exclusively	mainly	hardly	not at all
	Related to				
	– services offered to job seekers				
	Related to				
	– special combinations of services offered				
	Related to				
	– training programs				
	Related to				
	– counseling programs				
	Related to				
	– financial support (subsidies) to employers within specific programs				
	Related to				
	– financial support for job seekers / employees within specific programs				
	Related to				
	– platforms for networking of employers				
	Related to				
	– platforms for networking of job seekers and employees				
3.5	<i>Introduced in:</i>				
3.6	<i>Organizational units involved</i>				

4
Good Practice III

4.1	PES				
	Name				
	Address				
4.2	Good practice				
4.3	Description				
	– Activities				
	– Goals				
	– Targets				
4.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to				
	– planning and controlling procedures				
	–				
	Related to				
	– techniques of resource allocation among different organizational units				
	Related to				
	– training (and other forms of personal development) within the PES				
	Related to				
	– financial reward system of the PES				
	Related to				
	– the organizational boundaries and interfaces between organizational units				
	Related to				
	– technology				
	Related to				
	– services offered to employers				

Good Practice III

4.4	<i>Please tick and explain</i>	exclusively	mainly	hardly	not at all
	Related to				
	– services offered to job seekers				
	Related to				
	– special combinations of services offered				
	Related to				
	– training programs				
	Related to				
	– counseling programs				
	Related to				
	– financial support (subsidies) to employers within specific programs				
	Related to				
	– financial support for job seekers / employees within specific programs				
	Related to				
	– platforms for networking of employers				
	Related to				
	– platforms for networking of job seekers and employees				
4.5	<i>Introduced in:</i>				
4.6	<i>Organizational units involved</i>				

***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 (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
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 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	29/05/06
	BP 11	Capturing Context: A radar chart approach	29/05/06
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 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
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
Green Papers	GP 01	Looking for good practices: A draft questionnaire (First Draft)	06/06/06

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
Yellow Papers	YP 03	A tight schedule (First draft)	20/01/06
	YP 04	PES Background and Content Information and Indicators (First draft)	06/03/06

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Kolingasse 1/12
1090 Wien

Für den Inhalt verantwortlich:
a.o. Univ.-Prof. Dr. Michael Wagner-Pinter
Synthesis Forschung

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