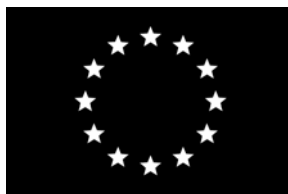


## *(42) Examples of Good Practices*

A summary

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**Synthesis** Forschung  
Gonzagagasse 15/3  
1010 Vienna  
Telefon +43 1 310 63 25  
Fax +43 1 310 63 32  
E-Mail [office@synthesis.co.at](mailto: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](mailto:info@oesb.at)  
<http://www.oesb.at>

The ultimate purpose of benchmarking of Public Employment Services performance is the selection of good practice examples among the Participating Partners.

Thus the Participating Partners agreed that each of them would come forward with practices (of their PES) which might serve as reference examples for further discussion.

This paper includes, so far, good practice examples by AMS Austria, Belgium/VDAB, ANPE France, FAS Ireland, SEA Latvia, CWI Netherlands.

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, 12 September 2006

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# ***1***

## ***Austria***

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*Good Practice I*

1.1	PES <b>Name</b> Address	<b>AMS Austria Treustrass3 35 – 43</b> <b>Treustrasse 35 – 43</b> <b>1200 Wien</b>
1.2	Good practice	Service for Employers
1.3	Description Activities Goals Targets	<p>The service for employers is re-organised and offers reactive and proactive services:</p> <ul style="list-style-type: none"> <li>Publication of vacancies</li> <li>EURES</li> <li>Matching</li> <li>Pre-selection of candidates</li> <li>Organization of job-fairs</li> <li>Self service in the e-jobroom</li> <li>Financial support of qualification of employees</li> <li>Financial support of HR-development</li> <li>Financial support for flexibilisation –measures</li> <li>Implacement: when no suitable candidates are found financial support of individual training for a specific vacancy</li> <li>Financial support for training of apprenticeships</li> <li>Financial support to employ specific persons</li> <li>Financial support for employees when the employer has to reduce working time (short term work)</li> <li>Individual meetings with clients</li> <li>Consultance related to employment of workers from 3<sup>rd</sup> countries</li> <li>Consultance related to employment of handicapped persons</li> <li>Consultance related to the early information when the enterprises has to dismiss workers</li> <li>Consultance and assistance to establish a work foundation when the employer has to dismiss a bigger number of employees</li> <li>General information (related to services, to changes in the legal framework etc)</li> </ul> <p>There is a client's segmentation, key-account management, after sales services</p> <p>Goal is to increase market share and to increase the clients' satisfaction, to improve the relationship to clients and to place hard to place jobseekers</p>

**1.4**

Please tick and explain	exclusively	mainly	hardly	not at all
Related to planning and controlling procedures			x	
Related to techniques of resource allocation among different organizational units		x	x	
Related to training (and other forms of personal development) within the PES				x
Related to financial reward system of the PES				x
Related to the organizational boundaries and interfaces between organizational units		x		
Related to technology				x
Related to services offered to employers	x			

1.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to services offered to job seekers		x		
	A well organized service for employers should ,increase the possibilities to place hard to place jobseekers				
	Related to special combinations of services offered		x		
	Related to training programs			x	
	Related to counseling programs		x		
	Related to financial support (subsidies) to employers within specific programs		x		
	Related to financial support for job seekers / employees within specific programs			x	
	Related to platforms for networking of employers		x		
	Related to platforms for networking of job seekers and employees			x	
1.5	<b>Introduced in:</b>	?			
1.6	<b>Organizational units involved</b>	Service for employers as a defined key process was introduced in 2004 and becoming more and more important and explicitly defined and improved			

*Good Practice II*

2.1	PES	<b>AMS – AUSTRIA</b>			
	<b>Name</b>				
	Address				
2.2	Good practice	Support of young apprenticeship seekers - apprenticeship training of young people			
2.3	Description	Every year there are much more (6.000 – 8.000) young people looking for an apprenticeship place in an enterprise as there are apprenticeship places available on the labour market. The government guarantees every 15-year old school leaver a professional formation as equivalent to an apprenticeship place. AMS contracts training institutions to provide the professional training (most of them in close co-operation with enterprises). The apprenticeship training includes training in institutions and/or training units in big enterprises and the compulsory school.			
	Activities	Goal is to provide professional education to everybody			
	Goals	Targets are to place them after the first year on a normal apprenticeship place with an employer (the duration of the professional training is 3-4 years).			
	Targets	There exist different kinds of how the support is organised: Training may be offered in training institutions, which organize also training periods in enterprises, it may be offered by training units in big enterprises, which have free capacities or employers create additional training places with financial support of AMS			
2.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to			X	
	planning and controlling procedures	The gap of apprenticeship places is estimated by an prognosis and the number of expected school leavers and the number of persons already in the program which couldn't find a place in an enterprise.			
	Related to				X
	techniques of resource allocation among different organizational units				
	Related to				X
	training (and other forms of personal development) within the PES				
	Related to				X
	financial reward system of the PES				

2.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to the organizational boundaries and interfaces between organizational units			x	
	Related to technology				x
	Related to services offered to employers		x		
	Related to services offered to job seekers		x		
	Related to special combinations of services offered		x		
	Related to training programs	x			
	Related to counseling programs		x		
	Related to financial support (subsidies) to employers within specific programs		x		
	Related to financial support for job seekers / employees within specific programs		x		
	Related to platforms for networking of employers			x	
		One kind of support for the apprenticeship seekers is to offer financial support to employers to create additional apprenticeship places.			
		Those persons getting their training in training institutions get less financial support by AMS as they would get on a normal apprenticeship place with an employer!			

2.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to platforms for networking of job seekers and employees		x		
		As the organization of these programs include also training in enterprises, it is expected that a part of the young people success a transit to a normal apprenticeship place in an enterprise.			
2.5	<b><i>Introduced in:</i></b>	1997			
2.6	<b><i>Organizational units involved</i></b>	Service for jobseekers, service for employers, unit for active programm			

*Good Practice III*

<b>3.1</b>	PES <b>Name</b> Address	<b>AMS</b>			
<b>3.2</b>	Good practice	Support for unemployed persons who want to establish an own enterprise			
<b>3.3</b>	Description Activities Goals Targets	<p>Those who have an idea to create their own enterprise/job can get support by an external consultant in 4 steps:</p> <p>To support the elaboration of the idea and to check the personal abilities: After the 1<sup>st</sup> step, when the check was positive, the person gets support preparing the enterprise creation, some qualification will be financed by AMS the persons gets their unemployment benefits. These 2 steps usually last about 6 – 9 months.</p> <p>Also the realization is supported by the consultants. After having created the enterprise the person can receive unemployment benefits for some more months.</p> <p>The consultants give support also during the first months of the new enterprise.</p>			
<b>3.4</b>	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to planning and controlling procedures				x
	Related to techniques of resource allocation among different organizational units				x
	Related to training (and other forms of personal development) within the PES				x
	Related to financial reward system of the PES				x
	Related to the organizational boundaries and interfaces between organizational units		x		
		It is a co-operation between AMS and private consultants, which are contracted by AMS			

3.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to technology				x
	Related to services offered to employers	x			
	It is a service for persons who want to create their own enterprise.				
	Related to services offered to job seekers	x			
	Related to special combinations of services offered	x			
	Support with professional know how and benefits and qualification				
	Related to training programs			x	
	Related to counseling programs	x			
	Related to financial support (subsidies) to employers within specific programs	x			
	Related to financial support for job seekers / employees within specific programs	x			
	Related to platforms for networking of employers			x	
	Related to platforms for networking of job seekers and employees				x
3.5	<b>Introduced in:</b>				
3.6	<b>Organizational units involved</b>	Service for jobseekers and service for ALMP			

*Good practice IV*

4.1	PES <b>Name</b> Address	<b>AMS Austria Treustrass3 35 - 43</b> <b>Treustrasse 35 – 43</b> <b>1200 Wien</b>
4.2	Good practice	Intensive care on young longterm jobless persons
4.3	Description Activities Goals Targets	<p>It is a an initiative of the national employers organization for young longterm jobless persons, who have participated in several active programs without any success.</p> <p>Activities: young persons, who stay registered with the AMS for more than a year are invited to participate for 2 months in a course which is a mixture of motivation, orientation, and qualification. After the first step they are expected to look for a job (or a professional training) for 7 months with intensive support of an individual and personal supervisor/coach . The external supervisors/coaches have to support about 30 – 40 persons.</p> <p>Beside individual coaching the supervisors can also support them with some kinds of active LMP-measures to bring them into a job. Supervisor support them also during the first 2 months on the workplace.</p> <p>The supervising organization gets a bonus when the participant is working for more than 4 months without any interruption.</p> <p>Organization: there is a national organization (an employment foundation) with different regional subcontractors. Important and new is that it is an initiative of the employers organization, also co-financed by them (about 33%), which guarantees a good co-operation with the employers.</p> <p>Goals: to bring them back to a job and stay on it</p> <p>Targets: to motivate them to try it again</p> <p>To bring them together with other young people in a similar situation</p> <p>To offer very intensive care which AMS staff cannot afford</p>

4.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to planning and controlling procedures				x
	Related to techniques of resource allocation among different organizational units		x		
	Related to training (and other forms of personal development) within the PES				x
	Related to financial reward system of the PES		x		
	Related to the organizational boundaries and interfaces between organizational units	X			
	Related to technology				x
	Related to services offered to employers				x

AMS does not have the resources to offer very intensive care. Every supervisor has to take care only of 30 – 40 persons.

The organization in charge of the coaching and supervision get a financial reward when the participant is on a job for at least 4 months (the 2 latest without any support)

New form of co-operation with external organisations

4.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to services offered to job seekers	x			
	Related to special combinations of services offered	x			
	Related to training programs			x	
	Related to counseling programs	x			
	Related to financial support (subsidies) to employers within specific programs			x	
	Related to financial support for job seekers / employees within specific programs		x		
	Related to platforms for networking of employers			x	
	Related to platforms for networking of job seekers and employees		x		
4.5	<b>Introduced in:</b>	2006			
4.6	<b>Organizational units involved</b>	It was first introduced in 2006 as a pilot with 2000 participants all over Austria. Cooperation between the employers organization and the AMS and external subcontractors as supervisors. End of June 2006 1.248 young people have passed the first step (2 months of orientation and motivation) and out of them 381 have taken up a job. Final evaluation of course is not available yet.			

## **2**

### ***Belgium/VDAB***

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*Good Practice I*

1.1	PES <b>Name</b> Address	<b>VDAB (Flemish Public Employment and Vocational Training Services)</b> Keizerslaan 11 1000 Brussel
1.2	Good practice	Computerised matching of the data in the personal file of the jobseeker and the data in the vacancies
1.3	Description Activities Goals Targets	<p>The matching software of Elise calculates a two-way comparison:</p> <ul style="list-style-type: none"> <li>- the degree of correspondence between the demands of the jobseeker and the aspects offered in the vacancy</li> <li>- the degree of correspondence between the aspects demanded in the vacancy and what the jobseeker has to offer</li> </ul> <p>When the degree of comparison is more than 80%, the jobseeker receives the job offers. Employers and VDAB consultants can also perform a matching of the vacancy and the jobseeker.</p> <p>Activities:</p> <ul style="list-style-type: none"> <li>- At registration in VDAB the jobseeker has to draw up or update his personal file. After this the jobseeker immediately is presented job offers who correspondent with his demands. Every time the jobseeker opens his file, he can repeat the matching.</li> <li>- Automatically delivery of job offers during the whole period of unemployment. The data in the personal files of de jobseekers are weekly matched with the recent job vacancies. The jobseekers receive those appropriate job offers by mail or e-mail.</li> </ul> <p>Goals:</p> <ul style="list-style-type: none"> <li>- The matching contributes to the activation of the jobseekers. A lot of jobseekers are every week reached and receives recent vacancies without human intervention.</li> <li>- The matching and receiving of job offers is discussed by every contact (telephonical, personal) with the jobseeker. No jobseeker should leave an appointment without having received vacancies that fit him.</li> </ul>

1.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to planning and controlling procedures		X		
		Activation of the jobseekers immediately from the registration.			
	Related to techniques of resource allocation among different organizational units				X
	Related to training (and other forms of personal development) within the PES				X
	Related to financial reward system of the PES				X
	Related to the organizational boundaries and interfaces between organizational units		X		
		This matching involves an intensive boundary between the services for the jobseekers and those for the employers. A good result of the matching depends on a good quality of the vacancies and a correct personal file of the jobseeker.			
	Related to technology	X			
		The matching software of Elise, developed by WCC, had been adjusted to the needs of VDAB and is new in its use for the labour market.			
	Related to services offered to employers			X	
		Employers can perform the matching on the website for the search of appropriate profiles of the jobseekers. Consultants of VDAB, responsible for the employers, use the matching to find jobseekers for a vacancy.			
	Related to services offered to job seekers		X		
		The main goal of this matching is systematically delivery of job offers to jobseekers. The result of the matching is used in the personal guidance of the jobseeker by the VDAB-consultant. By this, the jobseeker is activated from the start of his unemployment.			
	Related to special combinations of services offered	X			
		VDAB is responsible for the offer and demand on the labour market. The automatically matching combines offer and demand as well as for the jobseeker, as for the employer.			
	Related to training programs				X

Related to counseling programs	X			The result of the matching is used in the telephone and personal contacts to investigate the behavior of the jobseeker on behalf of job searching.
Related to financial support (subsidies) to employers within specific programs			X	
Related to financial support for job seekers / employees within specific programs			X	
Related to platforms for networking of employers			X	
Related to platforms for networking of job seekers and employees			X	
<b>1.5</b> <i>Introduced in:</i>	May 2004: introduction as test in a few areas of Flandres November 2004: extended to the whole region of Flandres			
<b>1.6</b> <i>Organizational units involved</i>	- Services for jobseekers - Services for employers			

*Good Practice II*

2.1	PES <b>Name</b> Address	<b>VDAB (Flemish Public Employment and Vocational Training Services)</b> <b>Keizerslaan 11</b> <b>1000 Brussel</b>
2.2	Good practice	Multi-Stage Guidance of Jobseekers
2.3	Description Activities Goals Targets	<p>Goal: To provide every jobseeker with a suitable guidance/training offer on his way to a job with outflow results</p> <p>The guidance of jobseekers encloses different steps:</p> <p><u>At registration</u> the jobseeker draw up or update his personal file. He immediately receives personalised job offers, as a result of the matching of the data in the personal file of the jobseeker and the data in the vacancies.</p> <p><u>Automatic delivery of job offers</u> during the whole period of unemployment by a computerised system. The data in the personal files of de jobseekers are weekly matched with the recent job vacancies. The jobseekers receive those appropriate job offers by mail or e-mail.</p> <p><u>Telephone screening</u> by the Call Centre is a new feature since 2004 and this service is practiced after 3 months for younger jobseekers and after 6 months for adults. The activity includes an update of the personal files and a follow-up of the jobsearch as an analysis of the jobseeker whether there is a need for extra support. If so, the information on where to find these services is provided. Jobseekers should by this service be stimulated to jobsearch, and if necessary, lead him/her to further services.</p> <p><u>Intake and counselling</u> by a VDAB consultant is offered three months after the telephone screening. This analysis will find out if training or guidance is needed for the jobseeker.</p> <p>The basic assumptions of the multi-stage guidance are:</p> <ul style="list-style-type: none"> <li>- the work first approach and to meet with the employers request and expectations to have well-skilled persons on vacancies</li> <li>- the automatic delivery of job offers by a computerised system started in 2004 and</li> <li>- the early detection of problems and immediate action to meet with the identified problems of the individual jobseeker.</li> <li>- avoiding dead weight costs by using the communication channel adjusted to the needs of the jobseeker</li> </ul>

2.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to planning and controlling procedures	X			
	Related to techniques of resource allocation among different organizational units		X		
	Related to training (and other forms of personal development) within the PES				X
	Related to financial reward system of the PES				X
	Related to the organizational boundaries and interfaces between organizational units				X
	Related to technology		X		
	Related to services offered to employers				X

2.4		exclusively	mainly	hardly	not at all
Please tick and explain					
Related to		X			
services offered to job seekers		A whole new approach of the services for the jobseekers: to provide every jobseeker with a suitable guidance/training offer on his way to a job with outflow results.			
Related to					X
special combinations of services offered					
Related to					X
training programs					
Related to		X			
counseling programs		Not every jobseeker needs the same amount of individual guidance. Through the use of the tree channels (online, call centre and face-to-face contacts) provides VDAB the most efficient service for the different jobseekers.			
Related to					X
financial support (subsidies) to employers within specific programs					
Related to					X
financial support for job seekers / employees within specific programs					
Related to					X
platforms for networking of employers					
Related to					X
platforms for networking of job seekers and employees					
2.5	<b>Introduced in:</b>	2004			
2.6	<b>Organizational units involved</b>	Services for the jobseekers			

*Good Practice III*

<b>3.1</b>	PES <b>Name</b> Address	<b>VDAB (Flemish Public Employment and Vocational Training Services)</b> Keizerslaan 11 1000 Brussel
<b>3.2</b>	Good practice	Installation and development of a multi-channel contact center (2000). Average over 2.500 contacts each day (in and out). Growth from 16 employees in 2000 to 135 in 2006, all inhouse pay roll.
<b>3.3</b>	Description Activities Goals Targets	<p>Activities: front office information desk via telephone, e-mail, fax (inbound) front office transaction desk (file management, registrations) (inbound) job management (intake and follow up of vacancies) (inbound+outbound) follow up actions towards target groups of jobseekers (outbound) website support desk (inbound) temporary campaigns (inbound and outbound).</p> <p>Goals enhancement of availability of governmental service (8-20 every working day) professionalization of customer service with respect tot de-monopolization of PES services cost control through efficient channel mix (office, contact center, web) skimming of routine work for local offices in order to allow them to invest more time in in-depth counselling and guidance</p> <p>Targets no targets specified other than customer satisfaction levels for each customer groups (jobseekers, employers, workers)</p>

3.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to planning and controlling procedures				x
	Related to techniques of resource allocation among different organizational units				x
	Related to training (and other forms of personal development) within the PES				x
	Related to financial reward system of the PES				x
	Related to the organizational boundaries and interfaces between organizational units				x
	Related to technology		x		
	Related to services offered to employers		x		

3.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to services offered to job seekers		x		
	Related to special combinations of services offered			x	
	Related to training programs				x
	Related to counseling programs			x	
	Related to financial support (subsidies) to employers within specific programs				x
	Related to financial support for job seekers / employees within specific programs				x
	Related to platforms for networking of employers				x
	Related to platforms for networking of job seekers and employees				x
3.5	<b><i>Introduced in:</i></b>	2000			
3.6	<b><i>Organizational units involved</i></b>				

*Good Practice IV*

4.1	PES <b>Name</b> Address	<b>VDAB (Flemish Public Employment and Vocational Training Services)</b> Keizerslaan 11 1000 Brussel
4.2	Good practice	E-learning for optimization of training-efforts for organization and clients
4.3	Description Activities Goals Targets	E-learning is 1 of the 5 organizational methods used in VDAB training and courses. Others are Distance Learning, Instructorled training (Group training), Open Learning and On-the-job-training. E-learning consists of 38 courses actually online (24h/24h), 6 fulltime dedicated coaches, 100 part-time expert-coaches and a substantial back-office. E-learning is used by (un-)employed jobseekers, employees and employers.
		<p>Goals:</p> <ol style="list-style-type: none"> <li>1. Evolution: from instruction to learning, from instructorled to learner-centered learning. Relate learningpath to preknowlegde and skills = determine own learningpath</li> <li>2. Improving the efficiency of organization of customized training in time and place: Study anytime, any place, any how Just in time and just enough learning</li> <li>3. Increasing the integration E-learning as a valuable and fully recognised method in a Blended Learning organization</li> </ol>
		<p>Targets:</p> <ol style="list-style-type: none"> <li>1. Decreasing the timegap between training-demand and –supply</li> <li>2. Increasing the insertion and the number of webcourses in trainingcurricula in matters of secondary, tertiary and social profit sector</li> <li>3. Increasing the number of participants in E-learning (learners, coaches)</li> <li>4. Optimising the backoffice procedures and increasing the automatic processes</li> <li>5. Integration of learning-results and efforts in pedagogical follow-up-files</li> </ol>

4.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to		X		
	planning and controlling				
	procedures				
	Related to		X		
	techniques of resource				
	allocation among				
	different organizational				
	units				
	Related to	X			
	training (and other forms				
	of personal development)				
	within the PES				
	Related to				X
	financial reward system of				
	the PES				
	Related to				X
	the organizational				
	boundaries and interfaces				
	between organizational				
	units				
	Related to		X		
	technology				
	Related to		X		
	services offered to				
	employers				

4.4		Exclusively	mainly	hardly	not at all
Please tick and explain			X		
Related to					
services offered to job seekers		As part of the core activity from VDAB in relation to training			
Related to				X	
special combinations of services offered		E-learning can be a part of a guidance-contract for unemployed job-seekers			
Related to		X			
training programs		As part of the core activity from VDAB in relation to training			
Related to			X		
counseling programs		As part of the core activity from VDAB in relation to training			
Related to			X		
financial support (subsidies) to employers within specific programs		The Flemish government offers in a subsidiary way training-vouchers at 50% to employers, under certain conditions.			
Related to			X		
financial support for job seekers / employees within specific programs		Based on the learning-behavior and efforts, job seekers (under certain conditions) can have financial support.			
Related to			X		
platforms for networking of employers		VDAB is part of the Belgian Network of Open and Distance Learning (BE-ODL)			
Related to			X		
platforms for networking of job seekers and employees		Discussion-groups and newsgroups			
4.5	<b>Introduced in:</b>	April 1999			
4.6	<b>Organizational units involved</b>	Business Unit: Online Business Unit: Methods and Instruments Vocational Training-centers (ca. 40)			

# 3

## *France*

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*Good Practice I*

1.1	PES	
	<b>Name</b>	<b>ANPE</b>
	Address	<b>4 rue Galilée, 93198 Noisy le Grand cedex FRANCE</b>
1.2	Good practice	Recruitment by simulation
1.3	Description	The recruitment by simulation method aims at evaluating the
	Activities	"abilities" required for a job. The method is based on practical and
	Goals	customized exercises which simulate the environment of the position to
	Targets	be filled.
		<p>The recruitment by simulation is a service for both employers and job seekers. It enables employers to tackle collective recruitments or fill vacancies with recruitment problems due to a lack of candidates. Applied to all sectors (services and industry), the exercises are defined and adapted in collaboration with the employer. Based on "abilities" and not the usual recruitment criteria of experience and diplomas, it allows job seekers with problems of qualification or experience to apply for jobs. "Abilities" are transferable skills from one work to another which do not necessarily come to light in the candidate CV's, such as : to work under pressure, to act within a help-and-service-based relationship, to understand and comply to standards and instructions etc.</p> <p>Since 2005, the ANPE has set up vocations platforms which aim at evaluating young job seekers through the recruitment by simulation method. The jobs evaluated on these platforms are mainly jobs with labour shortages in the local geographical environment. The vocation platforms also include matching services since the job seekers who completed successfully the tests are proposed to the firms looking for recruitment.</p>

1.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to planning and controlling procedures				X
	Related to techniques of resource allocation among different organizational units				X
	Related to training (and other forms of personal development) within the PES				X
	Related to financial reward system of the PES				X
	Related to the organizational boundaries and interfaces between organizational units				X
	Related to technology		X		
	Related to services offered to employers	X			

1.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to services offered to job seekers	X			
	Related to special combinations of services offered		X		
	Related to training programs		X		
	Related to counseling programs	X			
	Related to financial support (subsidies) to employers within specific programs			X	
	Related to financial support for job seekers / employees within specific programs			X	
	Related to platforms for networking of employers				X
	Related to platforms for networking of job seekers and employees				X
1.5	<b>Introduced in:</b>	Recruitment by simulation was first introduced as an experimentation in 1995. It became part of the services provided by the ANPE in 2001. The first vocations platforms opened in the first semester 2005.			
1.6	<b>Organizational units involved</b>	Local unit agencies and vocations platforms.			

*Good Practice II*

2.1	PES <b>Name</b> Address	<b>ANPE</b> <b>4 rue Galilée, 93198 Noisy le Grand cedex FRANCE</b>
2.2	Good practice	ROME (Operational index of occupations and jobs)
2.3	Description Activities Goals Targets	<p>The ROME is an index of occupations and jobs in the economy. It's a more operational alternative to the ISCO classification mostly used in other PES. It was introduced in France in 1973 and was updated in 1993. A new version will be available by end-2007.</p> <p>It has four main objectives:</p> <ul style="list-style-type: none"> <li>- identify the skills of unemployed and the skills searched by employers</li> <li>- define the profile and select potential candidates on vacancies</li> <li>- identify the possible vocational careers</li> <li>- set up professional mobilities between jobs and occupations</li> </ul> <p>It's used by:</p> <ul style="list-style-type: none"> <li>- ANPE and other institutions in charge of insertion</li> <li>- job seekers</li> <li>- employers to facilitate their recruitment process and internal mobility</li> <li>- training institutions to adapt their services to the needs of the labour market.</li> </ul> <p>The ROME is structured in 22 professional categories, 61 professional fields and 466 occupations. Each occupation is defined by its basic and specific activities and the possible mobilities to other occupations.</p> <p>The ROME has been worked out in collaboration with employers and sectorial branches. Different people at different level of responsibilities in firms have been interviewed to precisely define every occupation.</p>

2.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to planning and controlling procedures			X	
	Related to techniques of resource allocation among different organizational units			X	
	Related to training (and other forms of personal development) within the PES			X	
	Related to financial reward system of the PES				X
	Related to the organizational boundaries and interfaces between organizational units				
	Related to technology				
	Related to services offered to employers				
	Related to services offered to job seekers		X		
	Related to special combinations of services offered		X		

2.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to training programs		X		
	Related to counseling programs		X		
	Related to financial support (subsidies) to employers within specific programs			X	
	Related to financial support for job seekers / employees within specific programs			X	
	Related to platforms for networking of employers		X		
	Related to platforms for networking of job seekers and employees		X		
2.5	<b>Introduced in:</b>	It was introduced in France in 1973 and was updated in 1993. A new version will be available by end-2007.			
2.6	<b>Organizational units involved</b>	The whole PES + other institutional partners			

# **4**

## ***Ireland***

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*Good Practice I*

1.1	PES <i>Name of contact person</i> Address	<i>Nessan Vaughan</i> <i>FÁS</i> <a href="mailto:Nessan.vaughan@fas.ie">Nessan.vaughan@fas.ie</a>			
1.2	Good practice	Peer Support/Case Conferencing			
1.3	Description Activities Goals Targets	A number of Peer Support Groups were set up to assist in the development of the skills, understanding and abilities of Employment Services Officers in relation to participating and managing peer support sessions, using client case studies. Access to an external Facilitator was provided and a set of guidelines for the operation of these groups was developed. These provide a safe environment in which Officers can discuss challenges presented by some clients and share best practice.			
1.4	Please tick and explain Related to planning and controlling procedures	exclusively	mainly	hardly	not at all
	Related to techniques of resource allocation among different organizational units				
	Related to training (and other forms of personnel development) within the PES		X		
	Related to financial reward system of the PES				
	Related to the organizational boundaries and interfaces between organizational units				

1.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to technology				
	Related to services offered to employers				
	Related to services offered to job seekers		X		
	Related to special combinations of services offered				
	Related to training programs				
	Related to counseling programs		X		
	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				
	<b>1.5</b> <i>Introduced in:</i>				
	<b>1.6</b> <i>Organizational units involved</i>				

Best practice is shared among the group, as well as ideas/suggestions on facilitating options for clients.

Supports or complements guidance/counseling training undertaken.

*Good Practice II*

2.1	PES <b>Name of contact person</b> Address	<b>Nessan Vaughan</b> <b>FÁS</b> <a href="mailto:Nessan.vaughan@fas.ie">Nessan.vaughan@fas.ie</a>			
2.2	Good practice	Enhanced Caseload Management System			
2.3	Description Activities Goals Targets	<p>The existing Caseload Management System was comprehensively re-designed and re-developed following extensive consultation with users, with a view to better supporting Employment Services Officers in caseloading and tracking priority clients.</p> <p>The focus of the re-design was to reduce administration duties interfering with the guidance process and to access a wider range of options for the clients. Officers are supported in this by means of a number of system alerts and reminders in relation to clients' progress. The core Guidance Business Process was re-defined to complement previously undertaken professional development in this area. Better Management Information Systems are also being developed to track client outcomes and to assist in monitoring performance.</p>			
2.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to planning and controlling procedures			X	
		Assist in tracking client progress and outcomes.			
	Related to				
	techniques of resource allocation among different organizational units				
	Related to				
	training (and other forms of personnel development) within the PES		X		
	Related to	Staff are trained on the Business Process, including a Guidance model.			
	financial reward system of the PES				
	Related to				
	the organizational boundaries and interfaces between organizational units				

2.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to technology		X		
	Related to services offered to employers				
	Related to services offered to job seekers		X		
	Related to special combinations of services offered		X		
	Related to training programs			X	
	Related to counseling programs		X		
	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	<b>Introduced in:</b>				
2.6	<b>Organizational units involved</b>				

*Good Practice III*

3.1	PES <b>Name</b> Address	<b>Nessan Vaughan</b> <b>FÁS</b> <a href="mailto:Nessan.vaughan@fas.ie">Nessan.vaughan@fas.ie</a>			
3.2	Good practice	Initiatives for migrants			
3.3	Description Activities Goals Targets	<p>'Know Before You Go' campaign was launched in each of the 10 new EU member states to assist those citizens who are thinking of coming to Ireland. It provides information in relation to necessary documentation, accessing employment, accommodation, health services, employment rights, statutory entitlements, taxation, social welfare services, etc.</p> <p>The campaign was supported by DVDs in Polish, Czech, Latvian, Lithuanian and Slovak languages, and by a range of brochures and posters (also in Greek, Estonian, Hungarian, Maltese and Slovenian languages).</p> <p>A free telephone language interpretation service was also introduced in all FÁS Employment Services Offices to facilitate full service provision to all EU citizens, particularly for those with limited or no English language competence.</p>			
3.4	Please tick and explain Related to planning and controlling procedures	exclusively	mainly	hardly	not at all
	Related to techniques of resource allocation among different organizational units				
	Related to training (and other forms of personnel development) within the PES				
	Related to financial reward system of the PES				
	Related to the organizational boundaries and interfaces between organizational units				

3.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to technology				
	Related to services offered to employers				
	Related to services offered to job seekers	X			
	A range of supports provided for migrant workers and perspective immigrants.				
	Related to special combinations of services offered				
	Related to training programs				
	Related to counseling programs		X		
	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	<b>Introduced in:</b>				
3.6	<b>Organizational units involved</b>				

# **5**

## ***Latvia***

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*Good Practice I*

1.1	<b>PES</b> <b>Name of contact person</b> <b>Address</b>	State Employment Agency (SEA)  K.Valdemara Str. 38, Riga, LV-1010, Latvia
1.2	<b>Good practice</b>	Local Plans of Measures on Promoting Employment
1.3	<b>Description</b> <b>Activities</b> <b>Goals</b> <b>Targets</b>	<p><b>Goal</b></p> <p>The idea of the Local Plans of Measures on Promoting Employment is to expand cooperation of local governments and SEA in order to encourage the increase of the employment at the regional, as well as at the local level.</p> <p><b>Description</b></p> <p>Once a year every local government of Latvia has a duty to work out a Plan of Measures on Promoting Employment for the respective territory in co-operation with SEA and other institutions involved in employment administration according to the Support for Unemployed Persons and Persons Seeking Employment Law (this Law determines the active employment measures and preventative measures for unemployment reduction intended for unemployed persons and persons seeking employment, the competence of the State and local governments in the implementation of these measures, as well as the status, rights and obligations of unemployed persons and persons seeking employment). In the Local Plans of Measures on Promoting Employment: 1) the employment situation and the main problems that hinder employment development in the particular administrative territory are analysed; 2) the projects planned by local governments and the projects in which they wish to involve SEA are identified; 3) the possibilities of co-operation between local governments and local offices of SEA, as well as other partners are marked in order to improve the competitiveness of population and to foster employment of people from socially excluded risk groups; 5) the information about the planned support of local governments for entrepreneurship development and the beginners of entrepreneurship and about the planned projects of local governments to gain the funding from the EU is provided. In the future SEA plans to attract State financing in order to finance projects included in the Local Plans of Measures on Promoting Employment.</p> <p>There are 525 Local Plans of Measures on Promoting Employment worked out for the year 2006 by local governments (for the year 2005 there were 512 Local Plans of Measures on Promoting Employment worked out).</p>

		<u>Results of 2005</u>			
		<p>In projects of local governments which were implemented in cooperation with SEA – <i>Paid Temporary Works</i> - 14 446 unemployed persons were involved (this is 59% more than the planned number). In projects of local governments which were implemented in cooperation with SEA – <i>Measures for Specified Groups of Persons</i> - 1768 unemployed persons were involved (this is 45% more than the planned number). 203 projects were started by local governments in cooperation with various partners. In these projects 19158 persons were involved.</p> <p>Other activities carried out by local governments: informative activities, creation of work places, activities to improve cooperation with employers (meetings, seminars, work shops, projects etc.), lectures, training courses, provision of support for business start-ups and entrepreneurs in order to promote and develop entrepreneurship in the territory of the respective local government (consultations, seminars, lectures, preferences for rent and lease payments and other benefits granted by local governments), provision of Internet access, summer camps, payment of social benefit etc.</p>			
1.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to planning and controlling procedures	X			
	Related to techniques of resource allocation among different organizational units		X		
	Related to training (and other forms of personnel development) within the PES				X
	Related to financial reward system of the PES				X
	Related to the organizational boundaries and interfaces between organizational units				X
	Related to technology				X
	Related to services offered to employers		X		

		exclusively	mainly	hardly	not at all
<b>1.4</b>	Please tick and explain				
	Related to cooperation with social partners	X			
	Related to services offered to job seekers	X			
	Related to special combinations of services offered	X			
	Related to training programs		X		
	Related to counseling programs		X		
	Related to financial support (subsidies) to employers within specific programs		X		
	Related to financial support for job seekers / employees within specific programs		X		
	Related to platforms for networking of employers		X		
	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to platforms for networking of job seekers and employees		X		
	<b>1.5</b>	<b><i>Introduced in:</i></b>	1995		
<b>1.6</b>	<b><i>Organizational units involved</i></b>	Central board and local offices of SEA (administration structure of SEA consists of the central board (head office) and territorial structural units – 27 local offices, 6 customer service centres and 25 local sectors)			

*Good Practice II*

2.1	<b>PES</b> <b>Name of contact person</b> <b>Address</b>	State Employment Agency (SEA) K.Valdemara Str. 38, Riga, LV-1010, Latvia
2.2	<b>Good practice</b>	Work Skills Training during School Holidays for Persons in Secondary or Vocational Education
2.3	<b>Description</b> <b>Activities</b> <b>Goals</b> <b>Targets</b>	<p>Target group School students (aged 15 – 18).</p> <p>At the beginning of 2006 the target group was enlarged with school students with special needs, but only if there is no need for additional adjustments for the work places.</p> <p>Goal The idea of this measure is to give an opportunity for school students to work during school holidays in order to learn basic work skills and gain work experience, as well as, to guide in choosing the future profession and motivate them to study and to acquire further (vocational or higher) education.</p> <p>Description / Activities Duration of the measure is 3 months – from 1st June till 31st August, but one person is engaged into the measure for 1 till 2 months. SEA organizes the measure by taking into consideration the financing granted from the State budget and the involvement of school students in the measure: selects employers in conformity with the regulatory enactments and additional estimation criteria set by SEA and enters into contracts with the selected ones, registers school students which are interested to participate in the measure and send them to the employers.</p>

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An employer has a duty to enter into a contract of employment with a school student involved into the measure in accordance with the Labor Law. Employer provides job, assistance, work supervisors and non-stop supervision for the school students at their work places.

The measure is financed jointly by SEA (the financing granted from the State budget) and employers. SEA provides funding for: wages for school students (50% of government set minimum monthly wage); wages for school students with special needs (government set minimum monthly wage); wages for work supervisors (wage for work supervisor is based on apportionment of number of school students which are employed under the oversight of the work supervisor, but only 12 persons or 2 persons with special needs can be employed under the oversight of one work supervisor) and sanitary certificates in cases when such document is required. Employer is responsible and provides funding for: wages for school students with the exception of those with special needs (at least 50% of government set minimum monthly wage); mandatory state social insurance contributions and other expenses.

#### Results

School students are very interested to participate. In 2004 there were 8555 school students registered in SEA, showing willingness to involve in this measure, but because of financial restrictions, just 3225 participated in this measure. In 2005, 15920 school students showed willingness to take part, but only 9264 participated in this measure due the same reason as in 2004.

The conclusions from this measure are that Work Skills Training during School Holidays for Persons in Secondary or Vocational Education does promote acquisition of skills and experience necessary for career development, as well as job experience and increases motivation for further education. For the most of participants it is the first contact with labour relations. Also the employers are usually satisfied with the work of the participants. The number of the employers who are ready to participate in the measure increases every year, as well as the number of created work places. In 2004, 440 employers created around 3000 work places for school students. In 2005, 753 employers created 8475 work places.

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2.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to		X		
	planning and controlling procedures				
	Related to				X
	the organizational boundaries and interfaces between organizational units				
	Related to				X
	training (and other forms of personnel development) within the PES				
	Related to				X
	financial reward system of the PES				
	Related to				X
	the organizational boundaries and interfaces between organizational units				
	Related to				X
	technology				
	Related to		X		
	services offered to employers				
	Related to		X		
	services offered to job seekers				

		exclusively	mainly	hardly	not at all
2.4	Please tick and explain				
	Related to				X
	special combinations of services offered				
	Related to				X
	training programs				
	Related to	X			
	counseling programs	guidance in choosing the future profession			
	Related to		X		
	financial support (subsidies) to employers within specific programs				
	Related to		X		
financial support for job seekers / employees within specific programs					
2.5	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to				X
	platforms for networking of employers				
2.6	Related to				X
	platforms for networking of job seekers and employees				
2.5	<b>Introduced in:</b>	2004			
2.6	<b>Organizational units involved</b>	Central board and 27 local offices of SEA			

*Good Practice III*

3.1	PES	<b>State Employment Agency (SEA)</b>
	<b>Name of contact person</b>	
	Address	K.Valdemara Str. 38, Riga, LV-1010, Latvia
3.2	<b>Good practice</b>	<b>Acquisition of Work Related Practical Skills</b>
3.3	Description	<b>Target groups</b>
	Activities	Registered unemployed who have acquired general education but have doubts which further profession to choose.
	Goals	Registered unemployed who have acquired professional education but their competence, experience or skills are inadequate or they have no motivation to work in the profession they have acquired, and who are willing to acquire other profession or to improve professional skills or competence.
	Targets	
		<b>Goal</b>
		The idea of the measure is to give an opportunity for unemployed to determine their suitability for the acquisition of a particular profession, to find out the profession that attracts, to acquire new professional skills, knowledge and work experience that promote the return of the unemployed in the labour market.
		<b>Description / Activities</b>
		One person is engaged into the measure three months. The participant can choose to work in and to determine his/her suitability for one, two or three related professions:
		one profession – if the participant works three months in one profession;
		two related professions – if the participant works one month in one profession and the remaining two months in another profession;
		three related professions – if the participant change profession every month.

		<p>SEA organizes and finances the measure. SEA provides funding for: (1) work remunerations for the unemployed during the acquisition of practical skills, (2) work remunerations for work supervisors – persons who perform practical training in the work place of the unemployed persons involved in the measure (work supervisor can be those persons who have acquired appropriate professional education and whose work experience in the profession is at least two years) and (3) mandatory state social insurance contributions.</p> <p>Employer can provide funding for additional payments and benefits (for example, compensations for rent, and compensations for transport expenditures or expenditures for food etc.) for the unemployed.</p> <p>After the termination of the measure the employer hands out a recommendation about the suitability of the unemployed person for one or several professions.</p> <p><b>Results</b></p> <p>The results:</p> <ul style="list-style-type: none"> <li>- In 2005, 534 unemployed were involved in the measure. (The measure was introduced in September 2005.)</li> <li>- 252 unemployed were involved in the measure within the time period from January 1 till June 30, 2006.</li> </ul>			
<b>3.4</b>	Please tick and explain	exclusively	mainly	hardly	not at all
	<b>Related to</b>		X		
	planning and controlling procedures				
	Please tick and explain	exclusively	mainly	hardly	not at all
	<b>Related to</b>				X
	the organizational boundaries and interfaces between organizational units				
	Related to				X
	training (and other forms of personnel development) within the PES				
	Related to				X
	financial reward system of the PES				
	Related to				X
	the organizational boundaries and interfaces between organizational units				
	Related to				X
	technology				
	Related to		X		
	services offered to employers				

3.4		exclusively	mainly	hardly	not at all
Please tick and explain	Related to		X		
services offered to job seekers	Related to				X
special combinations of services offered	Related to		X		
training programs	Related to	X			
counseling programs	Related to	guidance in choosing the profession			
financial support (subsidies) to employers within specific programs	Related to		X		
financial support for job seekers / employees within specific programs	Related to				X
platforms for networking of employers	Related to				X
platforms for networking of job seekers and employees					
<b>3.5</b>	<b>Introduced in:</b>	<b>2005</b>			
<b>3.6</b>	<b>Organizational units involved</b>	<b>Central board and 27 local offices of SEA</b>			

*Good Practice IV*

4.1	PES <b>Name of contact person</b> Address	<b>State Employment Agency (SEA)</b> K.Valdemara Str. 38, Riga, LV-1010, Latvia
4.2	<b>Good practice</b>	<b>Modular training</b>
4.3	Description Activities Goals Targets	<p><b>Target group</b> Unemployed and job seekers registered by SEA.</p> <p><b>Goal</b> The idea of the measure is to develop labour market skills and abilities that promote the return of the unemployed and job seekers in the labour market.</p> <p><b>Description / Activities</b> Within the framework of measures for promotion of competitiveness in 2004 a new measure – modular training was introduced. Modular training – short training courses (from 50 till 150 academic hours) to acquire the skills necessary for participation in labour market – basic skills and skills for entrepreneurship and self-employment. Unemployed and job seekers have a right to choose a school where to receive modular training, as well as the training program. Both job-seekers and unemployed are offered an opportunity to acquire the skills necessary for participation in labour market – basic skills (for example, the State language, foreign languages (English or German), computer skills, driving skills in order to get a driving licence) and skills for entrepreneurship and self-employment (office work organization and record keeping, project management, practical marketing, entrepreneurship in countryside, supply of EU structural funds). In 2005, 21 different modules of training were offered. For persons attending modular training courses an allowance is provided.</p> <hr/> <p>This training differs from regular vocational training for unemployed so that modular training improves the skills, but does not give professional qualification. Modular training courses are provided by licensed educational institutions. Modular training courses are usually organised as group studies for 12 and 6 people in a group. In particular cases if there is a demand from employer but no possibility to assemble a group, modular training can be organised also as individual studies.</p> <p>Results of 2005 14 761 unemployed and job seekers participated in modular training courses. (During the course of 2004, 4233 unemployed and job seekers were involved in modular training courses.) - Approximately 20-25% unemployed and job seekers found job upon completing modular training courses.</p>

4.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to		X		
	planning and controlling procedures				
	Related to				X
	techniques of resource allocation among different organizational units				
	Related to				X
	training (and other forms of personnel development) within the PES				
	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to				X
	financial reward system of the PES				
	Related to				X
	the organizational boundaries and interfaces between organizational units				
	Related to				X
	technology				
	Related to			X	
	services offered to employers				
	Related to	X			
	services offered to job seekers				
	Related to				X
	special combinations of services offered				
	Related to	X			
	training programs				
	Related to				X
	counseling programs				

Please tick and explain		exclusively	mainly	hardly	not at all
4.4	Related to financial support (subsidies) to employers within specific programs				X
	Related to financial support for job seekers / employees within specific programs		X		
	Related to platforms for networking of employers				X
	Related to platforms for networking of job seekers and employees				X
<b>4.5</b>	<b><i>Introduced in:</i></b>	2004			
<b>4.6</b>	<b><i>Organizational units involved</i></b>	Central board and 27 local offices of SEA			

# 6

## *The Netherlands*

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*Good Practice I*

<b>1.1</b>	PES <b>Name</b> Address	<b>Central Organisation Work and Income</b> <b>Postbox 58191</b> <b>1040 HD Amsterdam</b>			
<b>1.2</b>	Good practice	Competenciestest Centres			
<b>1.3</b>	Description Activities Goals Targets	New form of support to those job-seeker who aren't able independently to identify their own competences as well as for those job-seekers for whom insufficient vacancies are available. The goal is to identify competencies, skills and personal capacities The target is a better match with vacancies or incentive further qualification Quantitative target 2007 100.000 job-seekers tested			
<b>1.4</b>	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				

1.4		exclusively	mainly	hardly	not at all
Please tick and explain					
Related to					
services offered to job seekers		X ( integrated in the process of service delivery to non working job seekers targeted to be employed again) Advisors decide on applying a test. The tests are made at the Centres for work and income. Different kinds of tests are available.			
Related to					
special combinations of services offered					
Related to					
training programs					
Related to					
counseling programs		X ( like e.g. recognition of not formally acquired competences)			
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					
1.5	<b>Introduced in:</b>	2004			
1.6	<b>Organizational units involved</b>	At the end of 2004 four pilot Centres for Work and Income. In 2006 competenciescentres are fully implemented in each Centre for Work and Income			

**Good Practice II**

2.1	PES Name Address	Central Organisation Work and Income Postbox 58191 1040 HD Amsterdam			
2.2	Good practice	"Chance explorer" ( Kansverkenner)			
2.3	Description Activities Goals Targets	<p>The "Chance explorer" is a tool which the job-ssekr can use on the internet <a href="http://www.werk.nl">www.werk.nl</a>.The "Chance explorer" shows how large the chances are to obtain employment in the own profession in the region. It offers also to the jobseeker a broad orientation on job opportunities in different kind of professions.</p> <p>The "Chance explorer" is a self service instrument for the job-seekers, but may also be used by the advisors in direct guidance of the job-seekers.</p> <p>This a very popular instrument ( in the first quarter of 2006 2 million page views ( 26% of all page views.</p>			
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				

2.4	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to technology				
	Related to services offered to employers				
	Related to services offered to job seekers	X			
	Related to special combinations of services offered				
	Related to training programs				
	Related to counseling programs	X			
	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	<b>Introduced in:</b>	2005			
2.6	<b>Organizational units involved</b>	Statistical department, department of Information Management, Content Management and Communications			

*Good Practice III*

<b>3.1</b>	PES <b>Name</b> Address	<b>Central Organisation Work and Income</b> <b>Postbox 58191</b> <b>1040 HD Amsterdam</b>			
<b>3.2</b>	Good practice	Case load performance management			
<b>3.3</b>	Description Activities Goals Targets	Tool in the management information portal which allows the manager to monitor the performance of the individual employee with regard to their case load of job-seekers as well as the vacancies. Assessing results and effectiveness It is possible to set targets for each individual employee, which may taken into in awarding individual performance in the framework of the collective labour agreement			
<b>3.4</b>	Please tick and explain	exclusively	mainly	hardly	not at all
	Related to planning and controlling procedures	X			
	Related to techniques of resource allocation among different organizational units	X			
	Related to training (and other forms of personal development) within the PES	X			
	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				

3.4	Please tick and explain	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	<b><i>Introduced in:</i></b>	2004			
3.6	<b><i>Organizational units involved</i></b>	All centers for Work and Income			

*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 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 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
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 07	A tight schedule (Third draft)	07/06/06
	YP 08	PES Background and Content Information and Indicators in the year 2005 (Third draft)	30/07/06

*List of Papers (latest draft)*

<i>Type of paper</i>	<i>Reference</i>	<i>Title</i>	<i>Date</i>
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	08/09/06
	RP 08	Benchmarking: Performance Indicator Charts – 8 Indicators	12/09/06
	RP 09	Benchmarking: Participating Partner Charts Countries	12/09/06
	RP 10	Opening access to a large share of vacancies through the PES information system: Indicator 4	12/09/06
	RP 11	Making sure that vacancies are filled: Indicator 5	12/09/06
	RP 12	Customer satisfactions: Indicators 6 and 7	12/09/06
	RP 13	Information technology indicator	12/09/06
Green Papers	GP 01	Looking for good practices: A draft questionnaire	01/06/06
	GP 02	Assessing Good Practices: A draft questionnaire	08/08/06
	GP 03	(42) Examples of Good Practices: A summary	12/09/06

*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
	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
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
	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

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