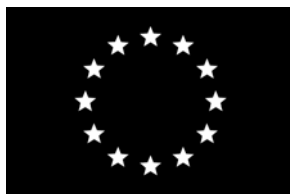


Performance Indicators

A first survey on ranking and data availability

YP 02
January 2006

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 0043-1-33 168-0
Fax 0043-1-33 168-101
E-Mail info@oesb.at
<http://www.oesb.at>

As project leader, the AMS Austria suggested to the Participating Partners to build upon the results of the preceding stage of the Performance Indicator Project. One way to do so is to use the list of performance indicators as a starting point for the selection of performance indicators. Thus, the AMS sent out a questionnaire in which the Participating Partners were asked

- to rank the performance indicators on the list (with respect to the significance of the goals reflected in each of the indicators);
- to check whether data are already available for calculating the indicator;
- to make any comments pertinent to the indicators.

The results of this survey are documented in this paper. They will serve as basis for suggestions to be discussed during the first workshop in January 2006.

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

Vienna, 12 January 2006

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1

*Overview on the ranking of indicators
and data availability*

1.1

Overview on the ranking of indicators¹

Goal	AT	BE O	BE V	BE F	DE	FR	IE	FI	LV	NL	SE	SI	SK	UK
1 Aiming at a successful transition from unemployment to employment	2	1	1		1		1	2	2	1	1	1	1	1
2 Taking a special interest that the transition to employment takes place before unemployment lasts very long	1	6	2		2	1		1	3	2	3	4	2	6
3 Being focused on transitions from measures to employment	3	3	8		3	3	5	3	1		4	3	3	5
4 Transition to a new job after a notice of separation has been served, but before drawing unemployment benefits	7				4									
5 Opening access to a large share of vacancies through the PES information system	4	5	4		7	8	2	7	8	3	5		6	2
6 Making sure that registered vacancies are filled	8	2	3			2	4	4		4	2	2	5	7
7 Making sure that filling a registered vacancy will not take long		4	5		6	4		5			6		4	8
8 Achieving customer satisfaction	5		6		5	5	3	6	7	5	7	5		
9A Achieving transparency of the labour market			7						4	6	8			
9B Achieving transparency of the labour market	6					8	8		5	6		8		3
10 Designing a service oriented organizational architecture					8	6	6		6	7		6	7	4
11 Providing sufficient resources (in terms of time) for service activities					8	7	7	8		8		7	8	

¹ 1 = most important; 8 = least important

1.2

Data availability

Goal	AT	BE O	BE V	BE F	DE	FR ²	IE	FI	LV	NL	SE	SI	SK	UK
1 Aiming at a successful transition from unemployment to employment	yes	yes	yes	yes				yes	yes	yes	yes	yes	yes	yes
2 Taking a special interest that the transition to employment takes place before unemployment lasts very long	yes	yes	yes	yes		yes		yes	yes	yes	yes	yes		yes
3 Being focused on transitions from measures to employment	yes	yes	yes	yes		yes	yes		yes		yes	yes	yes	yes
4 Transition to a new job after a notice of separation has been served, but before drawing unemployment benefits										yes				yes
5 Opening access to a large share of vacancies through the PES information system	yes		yes	yes		yes		yes	partially	yes	yes	yes	partially	yes
6 Making sure that registered vacancies are filled	yes	yes	yes				yes	yes		yes	yes		partially	yes
7 Making sure that filling a registered vacancy will not take long	yes	yes	yes			yes		yes			yes		partially	yes
8 Achieving customer satisfaction	yes	yes	yes	yes		yes	yes	yes		yes	yes	yes		partially
9A Achieving transparency of the labour market	yes	yes	yes					yes	partially	yes	yes	yes		partially
9B Achieving transparency of the labour market	yes		yes	yes		yes	yes	yes	yes	yes	yes	yes		yes
10 Designing a service oriented organizational architecture	yes	?		yes		yes	yes	yes	yes	yes	yes	yes	partially	yes
11 Providing sufficient resources (in terms of time) for service activities	yes			partially		yes		yes	no	yes	yes		partially	no

² No information since the indicator was not chosen

2

AT:

Arbeitsmarktservice

Austria

AMS Austria

<i>Goal</i>	<i>Indicator</i>		<i>Data available</i>	<i>comments</i>
1 Aiming at a successful transition from unemployment to employment	How many unemployed people manage to make a transition to a new job (as percentage of all unemployed within a given time period)?	2	x	
2 Taking a special interest that the transition to employment takes place before unemployment lasts very long	How many unemployed people manage to make the transition to a new job before being unemployed for more than six months (as percentage of all people leaving unemployment to employment within a given time period)?	1	x	
3 Being focused on transitions from measures to employment	How many people who participated in training activities for job seekers manage to get a job within 6 months (as percentage of all people leaving a training activity within a given time period)?	3	x	
4 Transition to a new job after a notice of separation has been served, but before drawing unemployment benefits	How many employees who get a notice of separation by their employer manage to move on to a new job without drawing unemployment benefits (as a percentage of all separations within a given time period)?	7		
5 Opening access to a large share of vacancies through the PES information system	How many notices of vacancies are accessible through the PES information system (as a percentage of all new vacancies opening up within a given time period)?	4	x	
6 Making sure that registered vacancies are filled	For how many vacancies posted with the PES is a candidate found successfully (as a percentage of all vacancies posted with the PES within a given time period)?	8	x	
7 Making sure that filling a registered vacancy will not take long	For how many vacancies posted with the PES a candidate is found successfully within a month (as a percentage of all PES vacancies de-registered within a given time period)?		x	
8 Achieving customer satisfaction	How many customers of the PES are »satisfied« as opposed to »unsatisfied« (as a percentage of all customers)?	5	x	

<i>Goal</i>	<i>Indicator</i>		<i>Data available</i>	<i>comments</i>
9 Achieving transparency of the labour market	How many CVs are accessible through the PES homepage (as a percentage of the labour force within a given time period)?		x	
9B Achieving transparency of the labour market	How many notices of vacancies are accessible through the PES homepage (as a percentage of all vacancies which get posted with the PES within a given time period)?	6	x	
10 Designing a service oriented organizational architecture	How many people of the PES staff are involved in serving customers on a personal level (as a percentage of the total staff number)?		x	
11 Providing sufficient resources (in terms of time) for service activities	How many minutes (per year, per customer) can be spent on serving a specific customer?		x	

Please also give some comments, alternatives, etc.

Which two indicators would you choose to represent effectiveness of PES?

- 1.
- 2.

3

BE:

ORBEM-BGDA Office

Belgium

ORBEM-BGDA Belgium

<i>Goal</i>	<i>Indicator</i>		<i>Data available</i>	<i>comments</i>
1 Aiming at a successful transition from unemployment to employment	How many unemployed people manage to make a transition to a new job (as percentage of all unemployed within a given time period)?	1	yes	
2 Taking a special interest that the transition to employment takes place before unemployment lasts very long	How many unemployed people manage to make the transition to a new job before being unemployed for more than six months (as percentage of all people leaving unemployment to employment within a given time period)?	6	Yes	
3 Being focused on transitions from measures to employment	How many people who participated in training activities for job seekers manage to get a job within 6 months (as percentage of all people leaving a training activity within a given time period)?	3	yes	Compulsory for ESF objectif 3
4 Transition to a new job after a notice of separation has been served, but before drawing unemployment benefits	How many employees who get a notice of separation by their employer manage to move on to a new job without drawing unemployment benefits (as a percentage of all separations within a given time period)?		no	In Belgium, unemployment benefits are paid by the federal administration and not by the regions. For certain unemployment measures, job seekers receiving unemployment benefits form a special target group.
5 Opening access to a large share of vacancies through the PES information system	How many notices of vacancies are accessible through the PES information system (as a percentage of all new vacancies opening up within a given time period)?	5	no	No information on the total number of vacancies
6 Making sure that registered vacancies are filled	For how many vacancies posted with the PES is a candidate found successfully (as a percentage of all vacancies posted with the PES within a given time period)?	2	yes	
7 Making sure that filling a registered vacancy will not take long	For how many vacancies posted with the PES a candidate is found successfully within a month (as a percentage of all PES vacancies de-registered within a given time period)?	4	yes	
8 Achieving customer satisfaction	How many customers of the PES are »satisfied« as opposed to »unsatisfied« (as a percentage of all customers)?		yes	One survey each two years

<i>Goal</i>	<i>Indicator</i>		<i>Data available</i>	<i>comments</i>
9 Achieving transparency of the labour market	How many CVs are accessible through the PES homepage (as a percentage of the labour force within a given time period)?		<i>yes</i>	
9B Achieving transparency of the labour market	How many notices of vacancies are accessible through the PES homepage (as a percentage of all vacancies which get posted with the PES within a given time period)?		<i>no</i>	No information on the total number of vacancies
10 Designing a service oriented organizational architecture	How many people of the PES staff are involved in serving customers on a personal level (as a percentage of the total staff number)?		<i>?</i>	
11 Providing sufficient resources (in terms of time) for service activities	How many minutes (per year, per customer) can be spent on serving a specific customer?		<i>no</i>	

Please also give some comments, alternatives, etc.

Which two indicators would you choose to represent effectiveness of PES?

- 1.
- 2.

4
BE:
VDAB
Belgium

VDAB Belgium

<i>Goal</i>	<i>Indicator</i>		<i>Data available</i>	<i>comments</i>
1 Aiming at a successful transition from unemployment to employment	How many unemployed people manage to make a transition to a new job (as percentage of all unemployed within a given time period)?	1	X	<i>If possible this project could be directed towards the measurement of the net impact of the services of the PES.</i>
2 Taking a special interest that the transition to employment takes place before unemployment lasts very long	How many unemployed people manage to make the transition to a new job before being unemployed for more than six months (as percentage of all people leaving unemployment to employment within a given time period)?	2	X	
3 Being focused on transitions from measures to employment	How many people who participated in training activities for job seekers manage to get a job within 6 months (as percentage of all people leaving a training activity within a given time period)?	8	X	
4 Transition to a new job after a notice of separation has been served, but before drawing unemployment benefits	How many employees who get a notice of separation by their employer manage to move on to a new job without drawing unemployment benefits (as a percentage of all separations within a given time period)?			Less important
5 Opening access to a large share of vacancies through the PES information system	How many notices of vacancies are accessible through the PES information system (as a percentage of all new vacancies opening up within a given time period)?	4	X	
6 Making sure that registered vacancies are filled	For how many vacancies posted with the PES is a candidate found successfully (as a percentage of all vacancies posted with the PES within a given time period)?	3	X	
7 Making sure that filling a registered vacancy will not take long	For how many vacancies posted with the PES a candidate is found successfully within a month (as a percentage of all PES vacancies de-registered within a given time period)?	5	X	
8 Achieving customer satisfaction	How many customers of the PES are »satisfied« as opposed to »unsatisfied« (as a percentage of all customers)?	6	X	

<i>Goal</i>	<i>Indicator</i>		<i>Data available</i>	<i>comments</i>
9 Achieving transparency of the labour market	How many CVs are accessible through the PES homepage (as a percentage of the labour force within a given time period)?	7	X	
9B Achieving transparency of the labour market	How many notices of vacancies are accessible through the PES homepage (as a percentage of all vacancies which get posted with the PES within a given time period)?		X	<i>For VDAB more than 99% of the vacancies are accessible through the internet. Therefore the VDAB perceives indicator 9b as a part of indicator 5.</i>
10 Designing a service oriented organizational architecture	How many people of the PES staff are involved in serving customers on a personal level (as a percentage of the total staff number)?			<i>Less important</i>
11 Providing sufficient resources (in terms of time) for service activities	How many minutes (per year, per customer) can be spent on serving a specific customer?			<i>Less important</i>

Please also give some comments, alternatives, etc.

Which two indicators would you choose to represent effectiveness of PES?

- 1.
- 2.

5

BE:

Le Forem

Belgium

Le Forem Belgium

Please choose 8 indicators which are important to your Public Employment Service and for which data are also available. Please list the 8 indicators in order of importance (1: most important – 8: least important).

<i>Goal</i>	<i>Indicator</i>		<i>Data available</i>	<i>comments</i>
1 Aiming at a successful transition from unemployment to employment	How many unemployed people manage to make a transition to a new job (as percentage of all unemployed within a given time period)?		<i>Yes</i>	
2 Taking a special interest that the transition to employment takes place before unemployment lasts very long	How many unemployed people manage to make the transition to a new job before being unemployed for more than six months (as percentage of all people leaving unemployment to employment within a given time period)?		<i>Yes</i>	
3 Being focused on transitions from measures to employment	How many people who participated in training activities for job seekers manage to get a job within 6 months (as percentage of all people leaving a training activity within a given time period)?		<i>Yes</i>	
4 Transition to a new job after a notice of separation has been served, but before drawing unemployment benefits	How many employees who get a notice of separation by their employer manage to move on to a new job without drawing unemployment benefits (as a percentage of all separations within a given time period)?		<i>No</i>	
5 Opening access to a large share of vacancies through the PES information system	How many notices of vacancies are accessible through the PES information system (as a percentage of all new vacancies opening up within a given time period)?		<i>Yes</i>	<i>Forem does not measure the total number of vacancies opening up on the market – therefore, we can only measure the share of vacancies opened up with FOREM compared to our estimation of the ‘open’ market</i>
6 Making sure that registered vacancies are filled	For how many vacancies posted with the PES is a candidate found successfully (as a percentage of all vacancies posted with the PES within a given time period)?			<i>We do not verify with all employers that there is a candidate found successfully – the information we can provide on this is available via check-up with some employers</i>

<i>Goal</i>	<i>Indicator</i>		<i>Data available</i>	<i>comments</i>
7 Making sure that filling a registered vacancy will not take long	For how many vacancies posted with the PES a candidate is found successfully within a month (as a percentage of all PES vacancies de-registered within a given time period)?		<i>No</i>	<i>The delay for advertising the vacancies is negotiated with the employer – the vacancy is therefore removed from our system on the date agreed up between us and the employer</i>
8 Achieving customer satisfaction	How many customers of the PES are »satisfied« as opposed to »unsatisfied« (as a percentage of all customers)?		<i>Yes</i>	<i>Customer satisfaction enquiries carried out by an external agency</i>
9 Achieving transparency of the labour market	How many CVs are accessible through the PES homepage (as a percentage of the labour force within a given time period)?			<i>We can provide information on the number of CVs accessible on our homepage as a %age of the active workforce</i>
9B Achieving transparency of the labour market	How many notices of vacancies are accessible through the PES homepage (as a percentage of all vacancies which get posted with the PES within a given time period)?		<i>Yes</i>	
10 Designing a service oriented organizational architecture	How many people of the PES staff are involved in serving customers on a personal level (as a percentage of the total staff number)?		<i>Yes</i>	
11 Providing sufficient resources (in terms of time) for service activities	How many minutes (per year, per customer) can be spent on serving a specific customer?		<i>More or less</i>	<i>Depending on the notion of service For example : a diagnosis interview lasts 30 minutes and is standardized, group jobsearch sessions are also standardized but many other 'services' have no standard duration</i>

Please also give some comments, alternatives, etc.

Which two indicators would you choose to represent effectiveness of PES?

- 1.
- 2.

6

DE:

*Bundesagentur für Arbeit
Germany*

BA Germany

Please choose 8 indicators which are important to your Public Employment Service and for which data are also available. Please list the 8 indicators in order of importance (1: most important – 8: least important).

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

<i>Goal</i>	<i>Indicator</i>		<i>Data available</i>	<i>comments</i>
8 Achieving customer satisfaction	How many customers of the PES are »satisfied« as opposed to »unsatisfied« (as a percentage of all customers)?	5		
9 Achieving transparency of the labour market	How many CVs are accessible through the PES homepage (as a percentage of the labour force within a given time period)?			
9B Achieving transparency of the labour market	How many notices of vacancies are accessible through the PES homepage (as a percentage of all vacancies which get posted with the PES within a given time period)?			
10 Designing a service oriented organizational architecture	How many people of the PES staff are involved in serving customers on a personal level (as a percentage of the total staff number)?	8		
11 Providing sufficient resources (in terms of time) for service activities	How many minutes (per year, per customer) can be spent on serving a specific customer?	8		

Please also give some comments, alternatives, etc.

Which two indicators would you choose to represent effectiveness of PES?

- 1.
- 2.

7

FR:

ANPE

France

ANPE France

<i>Goal</i>	<i>Indicator</i>	<i>Order of importance</i>	<i>Data available</i>	<i>comments</i>
1 Aiming at a successful transition from unemployment to employment	How many unemployed people manage to make a transition to a new job (as percentage of all unemployed within a given time period)?	Not chosen		We think that this indicator is too global to be useful in a benchmarking approach on best practices. Moreover, it involves numerous problems of assessment (definition of unemployment, de-registering or return to employment etc.).
2 Taking a special interest that the transition to employment takes place before unemployment lasts very long	How many unemployed people manage to make the transition to a new job before being unemployed for more than six months (as percentage of all people leaving unemployment to employment within a given time period)?	1	Administrative data And quarterly survey	We accept. This indicator is not monitored now but gives a good overview of ours objectives. Such information is available through the system, but only for the people leaving the unemployment (de-registration). To get a reliable information about returns to employment, we do a quarterly survey. For the national monitoring, we use two kinds of indicators: - The sustainable exit rate at 18 months. We mean by "sustainable" an exit from registration which lasts at least 6 months. - The semi-sustainable (3 months) exit rate for certain kinds of sub-groups (under 25, long-term unemployed, disabled workers, over 50 and beneficiaries of minimum incomes for social integration) We also propose to work on an indicator of recurrence (between job and unemployment).

<i>Goal</i>	<i>Indicator</i>	<i>Order of importance</i>	<i>Data available</i>	<i>comments</i>
3 Being focused on transitions from measures to employment	How many people who participated in training activities for job seekers manage to get a job within 6 months (as percentage of all people leaving a training activity within a given time period)?	3	Administrative data and econometric studies	<p>ANPE is not in charge of vocational training and we understand by measures, numerous things including training, subsidised jobs, assistance, counselling, guidance etc.</p> <p>We propose to adopt an indicator of returns to employment after the participation of a guidance activity. For this kind of assessment, we use econometrical studies.</p>
4 Transition to a new job after a notice of separation has been served, but before drawing unemployment benefits	How many employees who get a notice of separation by their employer manage to move on to a new job without drawing unemployment benefits (as a percentage of all separations within a given time period)?	Not chosen		<p>This indicator is not monitored and not available through our system.</p> <p>In the future, it might be monitored for certain sub-groups (ex: beneficiaries of the upcoming "Professional transition program").</p>
5 Opening access to a large share of vacancies through the PES information system	How many notices of vacancies are accessible through the PES information system (as a percentage of all new vacancies opening up within a given time period)?	8	Administrative data	<p>We accept this indicator with great caution, taking into account the serious problems of assessment it involves. We propose to work in collaboration with the working group commissioned by the EC on job vacancies.</p> <p>Our main criteria is the number of people hired, provided by an administrative survey (official hiring form = déclaration d'embauche) which we only get one year later. From there, we can work out a market share. But we have no information available on the number of vacancies opening up at any one time. For the Management Information System, we use a different indicator, provided by employers prior to hiring; but which is not as reliable.</p>

<i>Goal</i>	<i>Indicator</i>	<i>Order of importance</i>	<i>Data available</i>	<i>comments</i>
6 Making sure that registered vacancies are filled	For how many vacancies posted with the PES is a candidate found successfully (as a percentage of all vacancies posted with the PES within a given time period)?	2		This indicator is monitored through our MIS. We monitor 2 indicators : vacancies filled, and vacancies filled with a candidate referred to by the PES. But the indicator is calculated over the full-number of de-registered job vacancies posted through the PES.
7 Making sure that filling a registered vacancy will not take long	For how many vacancies posted with the PES a candidate is found successfully within a month (as a percentage of all PES vacancies de-registered within a given time period)?	4	Administrative data	We accept this indicator. It is already monitored through our system but the period depends on the qualification: <ul style="list-style-type: none"> - under two weeks for vacancies of unskilled workers - within the month for vacancies of skilled workers - at three months for vacancies of executives and technicians
8 Achieving customer satisfaction	How many customers of the PES are »satisfied« as opposed to »unsatisfied« (as a percentage of all customers)?	5	Annual survey	It is followed up. We carry out a nationwide annual survey with employers and job-seekers. We propose to work on an overall indicator synthesizing several questions or services (reception, recruitment, services of guidance etc.) .
9 Achieving transparency of the labour market	How many CVs are accessible through the PES homepage (as a percentage of the labour force within a given time period)?	Not chosen		We think that it's too early to use this indicator.
9B Achieving transparency of the labour market	How many notices of vacancies are accessible through the PES homepage (as a percentage of all vacancies which get posted with the PES within a given time period)?	9	Administrative data	This indicator is already followed-up.

<i>Goal</i>	<i>Indicator</i>	<i>Order of importance</i>	<i>Data available</i>	<i>comments</i>
10 Designing a service oriented organizational architecture	How many people of the PES staff are involved in serving customers on a personal level (as a percentage of the total staff number)?	6	Administrative data and Budgeting audit	We accept this indicator. We could assess it through a budgeting audit carried out on the 17 activity processes in our operational units. However, on what grounds should we assess service at a personal level? Our norms and processes are specific to ANPE only.
11 Providing sufficient resources (in terms of time) for service activities	How many minutes (per year, per customer) can be spent on serving a specific customer?	7	Administrative data and Budgeting audit	We propose to use a cost effective approach, both in terms of time spent and therefore cost per member of staff; plus the cost of subcontracting part of the services provided to our customers, which amount to a third of our total annual budget. This in turn gives us a cost of services per customer.

Please also give some comments, alternatives, etc.

Which two indicators would you choose to represent effectiveness of PES?

1. Transition to a new job before being unemployed for more than six months (number 2)
2. Vacancies posted with the PES for which a candidate was found successfully (number 6)

8

IE:

***National Training and
Employment Authority
Ireland***

FAS Ireland

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

<i>Goal</i>	<i>Indicator</i>		<i>Data available</i>	<i>comments</i>
8 Achieving customer satisfaction	How many customers of the PES are »satisfied« as opposed to »unsatisfied« (as a percentage of all customers)?	3		<i>Data based on Surveys</i>
9 Achieving transparency of the labour market	How many CVs are accessible through the PES homepage (as a percentage of the labour force within a given time period)?			
9B Achieving transparency of the labour market	How many notices of vacancies are accessible through the PES homepage (as a percentage of all vacancies which get posted with the PES within a given time period)?	8		
10 Designing a service oriented organizational architecture	How many people of the PES staff are involved in serving customers on a personal level (as a percentage of the total staff number)?	6		<i>Definition of "serving customers on a personal level" will be important for accuracy of data</i>
11 Providing sufficient resources (in terms of time) for service activities	How many minutes (per year, per customer) can be spent on serving a specific customer?	7		<i>Data on number of interactions per customer p.a. available. Difficult to measure minutes per customer with credible accuracy</i>

Please also give some comments, alternatives, etc.

Which two indicators would you choose to represent effectiveness of PES?

1. Indicator 1
2. Indicator 8

Comments:

- Clear definitions ie: "unemployed people", effectiveness of PES", etc will be essential as we progress the project.

9

LV:

State Employment Agency

Latvia

SEA Latvia

10

NL:

Centrum voor Werk en Inkomen

The Netherlands

CWI The Netherlands

<i>Goal</i>	<i>Indicator</i>		<i>Data available</i>	<i>comments</i>
1 Aiming at a successful transition from unemployment to employment	How many unemployed people manage to make a transition to a new job (as percentage of all unemployed within a given time period)?	1	x	<i>In our case we'll take into account the unemployed for which we have to care. These are the so-called job ready (phase 1 or Route A)</i>
2 Taking a special interest that the transition to employment takes place before unemployment lasts very long	How many unemployed people manage to make the transition to a new job before being unemployed for more than six months (as percentage of all people leaving unemployment to employment within a given time period)?	2	x	
3 Being focused on transitions from measures to employment	How many people who participated in training activities for job seekers manage to get a job within 6 months (as percentage of all people leaving a training activity within a given time period)?			<i>CWI doesn't administer active labour market measures</i>
4 Transition to a new job after a notice of separation has been served, but before drawing unemployment benefits	How many employees who get a notice of separation by their employer manage to move on to a new job without drawing unemployment benefits (as a percentage of all separations within a given time period)?		x	<i>Although this indicator is one of the most important ones for CWI, we leave it out because only CWI is using this particular indicator. We may change our mind if other PES give high priority to this indicator</i>
5 Opening access to a large share of vacancies through the PES information system	How many notices of vacancies are accessible through the PES information system (as a percentage of all new vacancies opening up within a given time period)?	3	x	
6 Making sure that registered vacancies are filled	For how many vacancies posted with the PES is a candidate found successfully (as a percentage of all vacancies posted with the PES within a given time period)?	4	x	
7 Making sure that filling a registered vacancy will not take long	For how many vacancies posted with the PES a candidate is found successfully within a month (as a percentage of all PES vacancies de-registered within a given time period)?			

<i>Goal</i>	<i>Indicator</i>		<i>Data available</i>	<i>comments</i>
8 Achieving customer satisfaction	How many customers of the PES are »satisfied« as opposed to »unsatisfied« (as a percentage of all customers)?	5	x	<i>We should take into account the various ways of presenting the results of surveys.</i>
9 Achieving transparency of the labour market	How many CVs are accessible through the PES homepage (as a percentage of the labour force within a given time period)?	6	x	<i>We should consider to have one indicator on transparency which includes CV's as well as vacancies. We should also consider to take the development of the number of users ,which may the impact of internet</i>
9B Achieving transparency of the labour market	How many notices of vacancies are accessible through the PES homepage (as a percentage of all vacancies which get posted with the PES within a given time period)?	6	x	
10 Designing a service oriented organizational architecture	How many people of the PES staff are involved in serving customers on a personal level (as a percentage of the total staff number)?	7	x	
11 Providing sufficient resources (in terms of time) for service activities	How many minutes (per year, per customer) can be spent on serving a specific customer?	8	x	<i>Perhaps it is necessary to define the customers in relation to the use of multichannel service delivery</i>

Please also give some comments, alternatives, etc.

Which two indicators would you choose to represent effectiveness of PES?

1. Outflow of unemployed people
2. Filling vacancies

11

SI:

Employment Service

Slovenia

ESS Slovenia

<i>Goal</i>	<i>Indicator</i>		<i>Data available</i>	<i>comments</i>
1 Aiming at a successful transition from unemployment to employment	How many unemployed people manage to make a transition to a new job (as percentage of all unemployed within a given time period)?	1	monthly	The indicator could depend on seasonal trends! (Suggestion: annual data in order to avoid seasonal trends which differ from country to country.) Among those who "make a transition to a new job" we count also unemployed who become self-employed
2 Taking a special interest that the transition to employment takes place before unemployment lasts very long	How many unemployed people manage to make the transition to a new job before being unemployed for more than six months (as percentage of all people leaving unemployment to employment within a given time period)?	4	monthly	The indicator could depend on seasonal trends. (See suggestion above!) Among those who "make a transition to a new job" we count also unemployed who become self-employed
3 Being focused on transitions from measures to employment	How many people who participated in training activities for job seekers manage to get a job within 6 months (as percentage of all people leaving a training activity within a given time period)?	3	yearly	Data available at the end of October of the current year for those who participate in the programmes in the previous year
4 Transition to a new job after a notice of separation has been served, but before drawing unemployment benefits	How many employees who get a notice of separation by their employer manage to move on to a new job without drawing unemployment benefits (as a percentage of all separations within a given time period)?		-	Data not available
5 Opening access to a large share of vacancies through the PES information system	How many notices of vacancies are accessible through the PES information system (as a percentage of all new vacancies opening up within a given time period)?		monthly	Registration of vacancies at PES is obligatory (according to the legal provisions) and all vacancies are published in our offices , part of them are vacancies by employers who asked for PES assistance.
6 Making sure that registered vacancies are filled	For how many vacancies posted with the PES is a candidate found successfully (as a percentage of all vacancies posted with the PES within a given time period)?	2	Not yet	In development phase

<i>Goal</i>	<i>Indicator</i>		<i>Data available</i>	<i>comments</i>
7 Making sure that filling a registered vacancy will not take long	For how many vacancies posted with the PES a candidate is found successfully within a month (as a percentage of all PES vacancies de-registered within a given time period)?			According to the legal provisions the duration of JV is limited: each JV has to have specified period within which the candidates can apply for a job – a minimum legal time period is 8 days; usually employers state 8 – 15 days; after the period for applications is terminated, no candidates could be refer to employer.
8 Achieving customer satisfaction	How many customers of the PES are »satisfied« as opposed to »unsatisfied« (as a percentage of all customers)?	5	yearly	We measure satisfaction of employers once a year (survey) – we use several variables of satisfaction not just one in a form of a general question. We do not conduct a survey about satisfaction of the unemployed – the survey is in development phase
9 Achieving transparency of the labour market	How many CVs are accessible through the PES homepage (as a percentage of the labour force within a given time period)?		monthly	Every job-seeker can present her/his CV on our Web-site
9B Achieving transparency of the labour market	How many notices of vacancies are accessible through the PES homepage (as a percentage of all vacancies which get posted with the PES within a given time period)?	8	monthly	Registration of vacancies at PES is compulsory; part of them are vacancies for which employers want that PES published their vacancies on the our homepage and other media (newspaper, Teletext)
10 Designing a service oriented organizational architecture	How many people of the PES staff are involved in serving customers on a personal level (as a percentage of the total staff number)?	6	monthly	It should be clearly defined what kind of staff is meant by this indicator (specific tasks)
11 Providing sufficient resources (in terms of time) for service activities	How many minutes (per year, per customer) can be spent on serving a specific customer?	7		It should be clearly defined what kind of costumer: only registered unemployed, employer, job seekers.... How should we consider the time, spent within different group-activities for unemployed?

Please also give some comments, alternatives, etc.

Which two indicators would you choose to represent effectiveness of PES?

1. Aiming at a successful transition from unemployment to employment
2. Making sure that registered vacancies are filled

12
UK:
Jobcentre Plus
United Kingdom

JCP United Kingdom

<i>Goal</i>	<i>Indicator</i>		<i>Data available</i>	<i>Comments</i>
1 Aiming at a successful transition from unemployment to employment	How many unemployed people manage to make a transition to a new job (as percentage of all unemployed within a given time period)?	1	Yes	<i>Data will be available from measurement of performance against the Job Entry Target. However this target is being replaced in April 2006.</i>
2 Taking a special interest that the transition to employment takes place before unemployment lasts very long	How many unemployed people manage to make the transition to a new job before being unemployed for more than six months (as percentage of all people leaving unemployment to employment within a given time period)?	6	Yes	<i>The newly unemployed (up to 6 months duration) form a subset of customer groups measured through the Job Entry Target.</i>
3 Being focused on transitions from measures to employment	How many people who participated in training activities for job seekers manage to get a job within 6 months (as percentage of all people leaving a training activity within a given time period)?	5	Yes	<i>This information is captured as 'provider performance' and is based on evidence provided by our partner organisations that deliver this service on our behalf.</i>
4 Transition to a new job after a notice of separation has been served, but before drawing unemployment benefits	How many employees who get a notice of separation by their employer manage to move on to a new job without drawing unemployment benefits (as a percentage of all separations within a given time period)?		Yes	<i>This is a politically important feature of our work – particularly for large scale restructuring. However it does not feature as one of our key priorities.</i>
5 Opening access to a large share of vacancies through the PES information system	How many notices of vacancies are accessible through the PES information system (as a percentage of all new vacancies opening up within a given time period)?	2	Yes	<i>Vacancy volumes notified are very important under the current Job Entry Target. This will change under the new target, where results of people starting work will count even if we do not hold the vacancy.</i>
6 Making sure that registered vacancies are filled	For how many vacancies posted with the PES is a candidate found successfully (as a percentage of all vacancies posted with the PES within a given time period)?	7	Yes	<i>Information can be misleading, particularly because of the use of self-help channels that allow jobseekers and employers to match themselves without JC+ intervening.</i>
7 Making sure that filling a registered vacancy will not take long	For how many vacancies posted with the PES a candidate is found successfully within a month (as a percentage of all PES vacancies de-registered within a given time period)?	8	Yes	<i>This measure needs to take account of the entire recruitment process. Vacancies may be closed within a few weeks, but many employers will not have completed the recruitment process - this may take over 4 weeks.</i>

<i>Goal</i>	<i>Indicator</i>		<i>Data available</i>	<i>Comments</i>
8 Achieving customer satisfaction	How many customers of the PES are »satisfied« as opposed to »unsatisfied« (as a percentage of all customers)?		<i>Partially</i>	<i>Both our Customer Service and Employer Outcome targets measure this. For individual customers however the results come from a 'mystery shopping' programme and so the results cannot be related back to individuals. If the indicators could be adjusted to reflect this I would support this measure.</i>
9 Achieving transparency of the labour market	How many CVs are accessible through the PES homepage (as a percentage of the labour force within a given time period)?		<i>Partial</i>	<i>The approach of hosting jobseeker CVs is currently being explored by JC+, but is not yet fully operational.</i>
9B Achieving transparency of the labour market	How many notices of vacancies are accessible through the PES homepage (as a percentage of all vacancies which get posted with the PES within a given time period)?	3	<i>Yes</i>	<i>This is very important feature that supports our move to measuring off flows into work rather than filling of vacancies.</i>
10 Designing a service oriented organizational architecture	How many people of the PES staff are involved in serving customers on a personal level (as a percentage of the total staff number)?	4	<i>Yes</i>	<i>This is particularly important to Jobcentre Plus. We are implementing a new organisational design that aims to deal with this specific issue and deploy more of our headcount into customer facing roles.</i>
11 Providing sufficient resources (in terms of time) for service activities	How many minutes (per year, per customer) can be spent on serving a specific customer?		<i>No</i>	<i>Although there is much potential in this indicator I do not believe we can provide the data as described. I therefore not scored it. If it could be adjusted to reflect telephone call handling in Contact Centres I would support it.</i>

Please also give some comments, alternatives, etc.

Which two indicators would you choose to represent effectiveness of PES?

1. Number of off-flows into work tracked through the benefit and tax systems operating together.
2. Transparency of the labour market facilitated by the PES.

12

SK:

*Central Office of Labour, Social Affairs
and Family*

Slovakia

UPSVR Slovakia

<i>Goal</i>	<i>Indicator</i>	<i>Data available</i>	<i>comments</i>
1 Aiming at successful transition from unemployment to employment	How many employed people manage to make transition to a new job (as a percentage of all unemployment within a given time period)		
2 Taking a special interest that the transition to employment takes place before unemployment lasts very long	How many unemployed people manage to make the transition to new job before being unemployed for more than six month (as percentage of all people leaving unemployment to employment within a training activity within a given time period) ?		There is monitored the category of unemployed people up to 12 months
3 Being focused on transitions from measures to employment	How many people who participated in training activities for job seekers manage to get a job within 6 month (as a percentage of all people leaving a training activity within a given time period) ?		

<i>Goal</i>	<i>Indicator</i>	<i>Data available</i>	<i>comments</i>
4 Making sure that filling a registered vacancy will not take long	For how many vacancies posted with PES a candidate is found successfully within month (as a percentage of all PES vacancies de-registered within a given period) ?		Indicator is monitored as a number of the candidates with the aspect of evidence period up to 3 month. Vacancies are reported willingly.
5 Making sure that registered vacancies are filed	For how many vacancies posted with the PES is candidate found successfully (as a percentage of all new vacancies posted with the PES within a given time period)		This indicator is statistically monitored as a number of candidates filled by local PES.
6 Opening access to a large share of vacancies through the PES information system	How many notices of vacancies are accessible through the PES information system (as a percentage of all new vacancies opening within a given time period) ?		Vacancies are reported willingly. Local PES realise weekly monitoring of vacancies and place them on its information system.
7 Designing a service oriented organisation structure	How many people of PES staff are involved in serving customers on a personal level (as percentage of the total staff number) ?		This indicator is monitored on local level.
8 Providing sufficient resources (in terms of time) for services	How many minutes (per year, per customer) can be spent on serving a specific customer ?		This indicator is not statistically monitored.

There is access to the data of indicators 1 and 3. Calculations of percentage of indicators 3 to 8 will need some necessary steps.

13
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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Für den Inhalt verantwortlich:
a.o. Univ.-Prof. Dr. Michael Wagner-Pinter
Synthesis Forschung

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