

Performance Indicators for Public Employment Services

Transition into work of people threatened by unemployment

*A good practice in »Transition to a new job,
before drawing unemployment benefits«
(Indicator 4)*

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The selection of good practice examples among Member-PES is the ultimate purpose of the benchmarking exercise with respect to performance of Public Employment Services.

The following presentation of a good practice is related to the goal reflected by Indicator 4 («Transition to a new job, before drawing unemployment benefits«).

The presentation of the Good Practice has been prepared by Theo Keulen, a Member of the Working Group.

The Group Member takes the responsibility for this paper.

For the Consultant's team

Prof. Michael Wagner-Pinter

Vienna, August 2004

Good Practice Profile
»Transition into work of people threatened by unemployment«

Name of the Public Employment Service	Central Organisation Work en Income
Address of the Public Employment Service:	Naritaweg 1, Postbox 58191, 1040 HD Amsterdam
Working title for the good practice described:	Transition into work of people threatened by unemployment (prevention of drawing benefits)
Give a short description of the good practice. A more detailed description might be put in an appendix.	Placing / mediating of people during the period between the notice of dismissal and the first day of their entitlement to benefits. These people , who aren't obliged to come to the CWI's after notice, are invited to come as soon as possible so that they may be supported to obtain new employment before their entitlement come into force. (CWI as gatekeeper to social security)
Benchmarking result responsible for the selection of the PES:	This indicator wasn't subject for benchmarking because this practice is only identified in the Netherlands. This indicator was introduced in 2003. The results for 2003 are: 17,3 % of the persons who were registered as jobseekers threatened by future unemployment obtained a new job before the period in which they would be entitled to benefits should start.
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Is the performance indicator 4 part of the set of explicitly stated performance goals of PES »CWI«?

One of the major objectives of CWI is to enhance the development and to "utilize" the talents for the labour market in order to prevent or to shorten the dependency on benefits. For this objective some indicators are explicitly included in the Balanced Score Card of CWI. Indicator 4 is one of them. The other ones are : prevention ratio social assistance benefits, outflowratios and gatekeeperratios.

Is a numerical target value attached to the goal?

The numerical value for the year 2003 was 25%. For 2004 the value is 18%

Do regional offices (or functional departments) get recognition for achieving this goal?

Yes, it included in the balanced scorecard which is available per local CWI. The progress is monitored weekly, also by internal benchmarking. The recognition a local office may get is the position on the ranking lists. These lists are accessible on the Intranet.

What is the basic idea of the good practice?

To reduce the number of claimants and to reduce the period of dependency on social security. Another reason relates to the experience that people who are still at work have better chances to be re-employed because their work experiences may be profitable for employers. Last but no least the leading principle for CWI operations is "Work first"

Who are the main agents of this good practice?

The local CWI's

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

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Do the units involved operate

- as part of the PES?
- on a contractual basis with the PES?
- independently of the PES?

As part of the PES

Which resources are made available to carry out the practice as designed?

This practice is at the core business of CWI and so the resources are included in the yearly budget of the CWI's. This budget is based on the number of customers in combination with the estimated services delivered to the customers.

Which share of the total financial resources of PES »CWI« is allocated to the good practice?

As explained above no special resources are allocated to this practice

Is the good practice targeted at specific groups of unemployed people?

Yes, those people who are threatened by future unemployment. In fact they aren't unemployment a defined as being out of a job , entitled to a benefit and obliged to search actively for a job.

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

There isn't a special selection procedure. At the occasion of the first intake at which they are assessed they are confronted with work opportunities. Their search behaviour is monitored.

How large is the group of participants as percentage of all potential addressees?

As we don't know how much people are dismissed during the year we don't know the percentage

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

The numerical value is strongly dependent on the local labour market. The more this situation improves the numerical value may increase.

Has the good practice an explicit gender mainstreaming dimension?

no

Does gender mainstreaming show up in the good practice?

Although there aren't indicators defined for gender the outcome for men and women is 18,2 resp 15,9 %

Are the results of the good practice regularly monitored?

As already stated CWI makes use of Balanced Score Cards which are specified to the local level. The monitoring of the development of this indicator is a permanent item on the agenda of the two weekly meeting of the Board of Directors.

The results are also quarterly discussed in the monitoring meetings with the Districtmanagers who also discuss these with the local managers.

Has the good practice been evaluated by independent experts?

No

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

Although this indicator was introduced in 2003 there is always room for improvement like e.g. by giving access to a larger number of vacancies, improving matching instruments, attracting customers in earlier stage etc.

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

no

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

This practice belongs to the core business of CWI whose tasks / assignments are included in the law by which a new structure of social security and employment services is established. The level of the indicator is object of negotiations with the Minister of Social Affairs and Employment .

Has the introduction of the good practice caused a shift of PES-resources away from other programmes?

No, CWI doesn't execute active labour market programmes. Introducing of this practice may have interfered with the "more or less" administrative tasks with regard to the benefit intake which CWI have to do under the new structure.

Does the good practice cause »costs« (other than monetary and personnel resources) for the PES?

no

How have the employees of the PES perceived the introduction of the good practice in terms of their own performance and career with the PES?

The objectives are fully accepted. The advisors were pleased to some extent that more attention is given to placing. The development is supported by internal training programme related to gatekeeping. Employees are obliged this training to obtain the required certificate

Has the (potential) impact of the introduction on established routines of providing services been explicitly addressed by a »change management process«?

The implementation was planned and supported by implementation coaches

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

Our partners in the chain of service delivery (benefit agency and municipalities) as well as the Minister (politicians) have a great interest in this performance indicator in reducing social costs. (Work first). In the client surveys no special attention is given to this practice. The new structure has certainly a impact on the perception of the customer jobseeker because the customers are more explicitly confronted with their obligations and their rights. To place more people CWI needs more vacancies , extra attention is given to services to employers. Their satisfaction is increased.

Are there features of the good practice which are likely to be transferable to other PES working under different conditions?

This practice can be seen as a way of filling the " early identification – early action approach " which is included in the European Employment Strategy (guideline 1). As such each PES may utilize this practice. However transferability should be assessed within the context of the position and the role of the PES in relation to social security.

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

There wasn't scepticism internally but the implementation of this practice was critical from the angle of organising sufficient personal capacity placing and services to employers. Because at the same time the unemployment was increasing which meant a lot of extra intakes and the number of vacancies was decreasing.
