COMPARATIVE ATLAS
ON EMPLOYMENT SERVICES
IN THE ENLARGED EUROPEAN UNION

by

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Con le monografie sul Mercato del lavoro e le politiche per l’impiego, vengono presentati e divulgati in forma sintetica, i principali risultati di studi realizzati dall’Area di ricerca “Mercato del lavoro” dell’Isfol.

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ABSTRACT

This Atlas has been conceived as a policy analysis tool, essentially focused on a comparison among the different Public Employment Services’ (Pes) systems in the enlarged 25 member-State European Union.

A detailed Country Report has been completed for each national Pes, by means of a standard analytical pattern, with specific sections (each of which empowered by a number of – both qualitative and quantitative – indicators) dealing with the following issues:

- Modernisation process, evolution of labour law and regulation, changes in institutional framework, with a particular emphasis on the specific Pes’ mission;
- Aspects concerning working and organisational structure of Pes;
- Main kinds of, traditional as well as innovative, activities, with special focus on those key-services considered as strategic in terms of specific policy goals and guidelines, addressed to the needs of specific “users’ group” or “target range”;
- Degree of liberalisation so far achieved as regards job-brokering market and its related ones, featured by potential or actual synergies and common (“integrated”) aspects (e.g. vocational training, guidance, etc.)
- Different relationship approaches in terms of interaction and/or co-existence (co-management, collaboration, subsidiarity, joint-projects, competition, etc.) with private actors (Private Employment Services, Pes) as well as within existing networks established with other market agents and operators (both economic and institutional, non-profit etc.);
- Main trends and/or perspectives, in terms of institutional changes (reform processes on labour market law, regulations, etc.) and...
strategic organisational aspects (e.g. management techniques), aimed at enhancing PES’ ability in providing services (in terms of quality, efficiency, effectiveness) and their competitiveness

• Forms of international co-operation, partnership and related projects with other countries’ Pes

The above-described research scheme has been put forth especially in order to view and assess the dynamics of the phenomena considered, so as to allow an analytical interpretation of all parameters used, with a special focus on their (possible) time-related evolution.

The introduction to the book is owed to Christopher A. Pissarides, Professor at the London School of Economics and member of the Employment Task Force of the European Commission.

efficienza, efficacia) dei servizi e la loro competitività;
• interazione e progetti di cooperazione con i Pes di altri Paesi

Il modello interpretativo così elaborato è particolarmente attento al dinamismo dei fenomeni, consentendo, attraverso una lettura analitica dei parametri di riferimento, l’interpretazione della loro (possibile) evoluzione nel tempo.

L’introduzione al volume è del Prof. Christopher A. Pissarides della London School of Economics e membro della Employment Task Force della Commissione europea.
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PREFACE

by Christofer A. Pissarides

London School of Economics

The European Union has set itself an ambitious agenda for employment. By the year 2010 overall employment should be 70 per cent of the population of working age, female employment should be at least 60 per cent and the employment of the 55-64 age group should be 55 per cent. European labour markets need to create more and better jobs, increase labour productivity and be all-inclusive. But with the exception of a small number of countries, both old and new members of the Union are at risk of not achieving these objectives. Something needs to be done fast if these goals are to be achieved and this something requires the cooperation of all social partners.

The European Union Employment Taskforce which reported in November 2003 identified a number of reforms and improvements to current practice that need to be made. One of the primary ones is the adaptability of workers and enterprises to new economic conditions. Another important one, which is related to the first, is the achievement of a good match between skill requirements and workers’ qualifications. The achievement of a good match requires the full use of existing skills and the development and updating of new skills through lifelong learning. A major challenge in many European countries, where long-term unemployment and low activity rates are still prevalent, is to improve the inclusiveness of the labour market. Namely, to and to bring into active employment workers like the long-term unemployed, women, older workers of both genders and workers with disabilities.

Public employment services have a key role to play in the pursuit of Europe’s ambitious objectives. Public employment services can help along many dimensions in the modern labour market. Three broadly-defined ones are of particular importance. First, a necessary and unfortunate outcome of the need to make enterprises more adaptable is an increase in uncertainty about workers’ incomes. Employment protection legislation improves the security that workers have about their jobs but it also reduces the ability of enterprises to adapt quickly to new economic conditions. If Europe is to be in a position to compete with the United States and Japan, as well as with the new emerging industrial nations, it has to be in a position to respond quickly to new conditions, and employment protection legislation is incompatible with a speedy response. In a world of less employment protection, Public employment services need to take on a more active role in the provision of income support for those who lose their jobs. Old-fashioned income transfers for an indefinite period have been criticised by the OECD and many economists as unhelpful, because of the disincentives that they provide, but this does not mean that the idea of income support should be abandoned. New and innovative ways ought to be

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1 http://europe.eu.int/comm/employment_social/employment_strategy/task_en.htm
implemented, as for example in the provision of income support that is made conditional on participation in a training programme after a short period of independent job search. Our best chance to succeed in this and the other objectives is to learn from the success stories in Europe. A prerequisite for this is good reliable information of how different nations’ Public employment services deal with the objective of income support in a variety of different situations. ISFOL’s painstaking collection of facts provides the necessary background information for such learning.

A second dimension in which Public employment services provide an essential service is active employment policies. The Scandinavian countries have been champions of active measures and both the OECD, as it emphasised for example in its 1994 Jobs Study, and the Employment Taskforce, advocated a variety of active measures that are designed to improve the inclusiveness of marginalized workers. These range from simple interviewing of the long-term unemployed to see if there is something specific to them that can be addressed, to full-blown training programmes. The evaluation of these measures is more difficult than the evaluation of income transfers, because of their more complicated structure and the many dimensions of labour market behaviour that they influence. We know, however, from the example of the Scandinavian countries and the New Deal in Britain, that training programmes that are targeted to specific vulnerable groups such as youth unemployed or long-term unemployed, can have a large impact on their inclusiveness in the labour market. Both the principles behind the measures and the way they are administered can be influential in the way that the measures influence labour market outcomes. Information here is more difficult to gather and present, but a lot of thinking has gone into ISFOL’s presentation and this publication should give researchers access to good comparable data for cross-country evaluations.

Finally, Public employment services are responsible for bringing together employers and employees and their success should be judged both on the speed with which they match the two parties but also on the quality of the matches that they achieve. In this respect Public employment services are facing a trade-off. Do they match the best person to the job or do they make an effort to be more inclusive and match the person who is new to the market, or who cannot as easily find a job elsewhere? The answer to this question is partly a matter of government policy, partly a question of striking the right balance at the local level. In a world of fast changing needs the achievement of good matches is essential for productivity improvement and growth. Poor matches create unstable jobs and do not give incentives to the actors to progress by learning new skills. But at the same time, the excluded groups, whose employment rates need to rise, need special help from public employment services if they are to catch up with the rest of the workforce. There are no rules of how much match efficiency Public employment services should sacrifice, if any, to help an excluded group. This topic is still awaiting research. But there are many different practices in Europe, where a balance is struck between the needs of a good match and the need to increase the employment rate of vulnerable groups. Once again, information on this topic is well covered in ISFOL’s PES’ Atlas.
1. INTRODUCTORY AND METHODOLOGICAL NOTE

1.1 Study context and aims

This study, designed to be on par with an atlas providing information about the employment services system found in each of the countries inside the “new Europe” (the current European Union member states\(^2\), except for Italy\(^3\), and the ten new member states), was conceived as a comparative analysis tool. Said tool is based on a series of qualitative and quantitative parameters which refer to the Public Employment Services’ (PES) institutional tasks and to the tools used to perform them, with specific focus on the user target-groups of said activities.

As part of the above, country reports\(^4\) were prepared for each of the countries looked at using a standard report model to ensure immediate, problem-free comparison of the information included in the reports. Said reports show the state of the art and progress being made in implementing the reform of public employment services inside a Europe which includes the New Member States (NMS), using a topic-based layout and listing the most detail possible.

The information laid out as above, which was obtained by working with national representatives for each of the PES looked at, was contextualised in relation to the different social, economic and political conditions (including “stability” and “level of social organisation”\(^5\)) of the countries concerned.

The grid used aimed to record general contextual elements and more detailed aspects to be looked at more closely, with particular reference to the following:

\(^2\) As far as Belgium is concerned, the public services of its three regions – Wallonia, Flanders and Brussels – were dealt with separately.

\(^3\) This is because the PES reform is subject to periodic monitoring reports by ISFOL’s Labour Market Area which should be referred to for more in-depth information.

\(^4\) It should be noted that the alphabetical order used to present the country reports is that used within the European Union (and is also used for the rotation system to appoint the President of the EU Council) in accordance with each country’s language.

\(^5\) Reference is made to the criteria approved by the European Council of Copenhagen (June 1993) which the acceding countries must comply with and which especially concern: the presence of stable institutions guaranteeing democracy, the supremacy of law, human rights, the protection and rights of minorities (political criterion); the existence of a lively market economy and the ability to tackle competition and market forces inside the European Union (economic criterion); the ability to fulfil obligations, in particular to approve the goals of the political, economic and monetary Union (implementation of “acquis communautaire” criterion).
• developments regarding the labour market’s legislative and regulatory framework (changes in and conversion of structures and dynamics) and the *legal-institutional status* (with relative vocation/mission) of the PES concerned, also in relation to the specific characteristics of the social, economic and labour context it works in;
• working, organisational and management structure of PES;
• main types of activities (traditional and innovative) with focus on services considered *strategic* depending on *policy* approaches, divided according to “user category” and/or “market bracket”;
• level of liberalisation of labour mediation and related markets and/or separate markets yet characterised by potential partnerships and possible alliances (training, guidance, etc.);
• types of *interaction* and *co-existence* (co-management, complementarity, co-working, alliance, competition) with private operators (*Private Employment Services*, PRES) and *relational networks* with other actors (economic, institutional, “private non-profit”) active in the country or region in question;
• current and/or forecast trends with regard to development in both *institutional* (reform and/or modernisation of PES’ role/function) and *strategic* terms (management, organisation, etc.), aimed at improving service *functionality* (*quality, efficiency, effectiveness*) and, in the future competitiveness, by repositioning the public operator in relation to other (new?) actors and/or suitably *differentiating* its positioning on the local market;
• cooperation schemes (existing, being tested or being designed/set up) with PES in other countries (projects, partnerships, links to the EURES network, etc.).

The methodology, knowledge and documentation employed to compile the individual country reports allow ample room for more in-detailed information about each of the aforementioned topics for each country looked at.

Compared to our previous comparative studies at a European level⁶, we wanted to widen the geographical area of reference to take in twenty-four states⁷ while not including for the moment those still negotiating future, but not imminent, membership of the EU (2007 is the proposed year as far as Bulgaria and Romania are concerned while a date for Turkey’s joining the EU still has to be decided). Said delays are due to the fact that the institutions in these countries still have to achieve the “maturity” required in order to implement “*acquis communautaire*”⁸.

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⁷ The difficulty in obtaining standardised, comparable data in such a vast and diverse geographical area is well known, but, nevertheless, we have felt it important to make a move in this direction.
⁸ Two excerpts from the European Commission’s report on the progress made by each of the candidate states are quoted by way of example “Towards an enlarged Union” (COM(2002) 700 def.): “Progress has been made in the modernisation of the public administration, development of the judicial system, the
These observations seem to be in keeping with the state of affairs assessed in the European Commission’s latest Transition Reports which clearly show the gap in per capita income and social cohesion levels compared to average EU standards as far as Bulgaria and Romania are concerned. While the most significant difference recorded in Turkey still concerns respect of human rights and standards of democracy. Even though said gaps are gradually closing thanks to complete political, social and economic alliance with the rest of the EU, it was considered premature to include them in a study of national PES which presupposes some common political and institutional parameters as well as a suitable amount of available qualitative and quantitative data comparable to that of the other NMS 10. The latter is obviously related to the study’s analytical nature and the need to obtain a sufficiently consistent amount of information for each country in order to ensure a certain level of compatibility and comparability of the data obtained.

This type of interpretive report model focuses particular attention on the dynamism of phenomena, allowing for understanding of their (possible) future development and assessment of relative parameters and indicators, some of which, such as political and institutional parameters and indicators should be interpreted diagonally with regard to the structure of the questionnaire as a whole.

The study highlighted organisational and functional aspects of the employment services which somehow “bring together” the current EU member states and the ten states that have become full members as from May 1 2004, using the same indicators for the same types of services. In any case the second group of countries was dealt with separately as far as the macro-economic situation and labour market are concerned in view of the specific issues related to the transition from a planned to a market economy and to the relevant institutions (i.e. the Employment services and in a wider sense the actors involved in social and employment policies). A set of specific performance indicators for each service looked at were provided with the report cards in order to obtain as much information as possible about the PES’ state of development. In this regard it should be noted that in most cases the numbers are to be considered

fight against corruption, the legislative framework aimed at guaranteeing sexual equality, childcare institutions in Romania as well as the situation of the minority groups, in particular the Roma. Turkey has made considerable progress but it does not meet this criterion”. With regard to “the level of compliance with the ‘acquis communautaire”, the Commission feels that Bulgaria, Romania and Turkey do still not completely satisfy this criterion”.

9 Please refer to the attached standard qualitative and quantitative indicator grid used for our study.

10 The information needed to formulate indicators and parameters and subsequently summarised descriptions was obtained via a structured questionnaire taking the form of a “report card” for each country, distributed to selected individuals among the PES representatives officially named by the European Commission (DG Employment and Social Affairs - Employment Services Unit) The information obtained in this manner was then added to and, where necessary, integrated with a desk analysis of statistics and documentation acquired from national and international sources.

11 In some cases, PES representatives of central-eastern European countries (e.g. Estonia) informed us of the impossibility to date of disclosing any forecasts relating to 2004-2006 given that procedural mechanisms and/or finance from the European Social Fund only started to be implemented from the middle of 2004.
“approximate”. Moreover only the indicators for which information was actually made available were included and detailed in each country report.

While putting together the indicators, efforts were made first of all to take into account the presumable level of difference between geographical areas (EU-15 on the one hand and NMS-10 on the other) which might emerge from the individual reports with regard to availability of information and in particular quantitative data. This highlighted the need to come up with a report model which could feature a minimum shared standard as far as the required level of information is concerned.

At the same time efforts were made to favour fairly “perceptible”, mostly qualitative and concise information so as to increase the level of comparability of country data and make it easier to obtain the information required by the PES representatives in order to compile the report.

The development of the services at an institutional and operational level in accordance with the key reforms over the years, was mapped out where possible and appropriate, with the occasional reference to the wider question of economic policy as well as the more general modernisation of public action. Furthermore it should be noted that the “General information” section found at the beginning of each report aimed to provide a detailed yet concise reference to the labour market’s most important indicators, split according to type (modelling itself on the European Commission’s Key Employment Indicators\(^\text{12}\)), a table of which was provided while explaining the macroeconomic situation. The rate of long-term unemployment (LTU) takes on a particular importance in this context since it mainly refers to the social categories most at risk of “marginalisation” and/or with difficulties in (re-)integrating into the labour market (mature workers, under 25s, women, unskilled workers) which are the main target of PES activities. Lastly, for obvious reasons of homogeneity, the data obtained refer to 2002 and the statistical source used for all indicators is the European Commission’s report entitled “Employment in Europe 2003” unless stated otherwise\(^\text{13}\).

\section{1.2 Comparative framework: comments}

Advanced implementation of the reforms involving national PES, either more or less recently depending on the country in question, was recorded in the majority of cases. In particular, standardized, homogeneous assessment of traditional action and activities and relative targets at an EU-25 level showed there are no significant differences between the

\(^{12}\) European Commission, DG Employment and Social Affairs, \textit{Employment in Europe 2003}.

\(^{13}\) For example one exception can be found in systems split on a regional basis due to the state’s federal nature which means that the regions cannot refer to a national accounting source but must rely on regional institutes of statistics.
current EU member states and the 10 NMS as far as goals and priorities institutionally attributed to the public employment services system is concerned. There is a general trend among the PES to move in the direction of facilities aimed at exploiting the broadest margins of autonomy and flexibility allowed by legislative and regulatory frameworks through a greater differentiation of services (compared to its clients’ needs) and supply conditions (possible supplying the most advanced/complex services for a fee). The wearing away of monopolistic positions previously guaranteed by holding exclusive rights on the labour mediation market seems to be matched by a parallel trend among PES to expand their respective areas of activity. This involves above all sectors – such as training, guidance, business consultancy and welfare management – where new opportunities are emerging (or could emerge) in relation to reforms which provide for the supply of high “added value” services and possible partnerships and economies of scale connected to joint offer of a number of measures (active and passive employment policies). These changes are mostly the result of a natural process of adapting public operators’ strategies to fit new legal and economic contexts. In many cases they encourage the market in question (i.e. the labour market) to move towards more dynamic, successful, competitive set-ups while making it easier for new operators (private actors) to work and allowing for (potentially) more innovative services to be introduced to benefit all users (jobseekers and businesses).

Furthermore systematic use of performance indicators in current EU states and likewise in NMS was reported. Additional shared elements can be seen with regard to the institutional development processes involving the various national PES: institutional decentralization and territorial planning, liberalisation of the mediation market; combination of active (mediation, training, guidance, support and consulting services) and passive measures (benefit management, allowances and other income support for the unemployed); integration of policies (social, economic and employment) into a single structure (one-stop shop); role of public service as service provider with differentiation and personalization of activities and introduction of qualified figures and specialist operators for each service/product and relative user; innovative management techniques and communications strategies; intensive use of new information and communication technology seen in the expansion of databases, computerisation of processes and implementation of online matching of job offers and job requests.

In fact it was possible to see how there is a rather wide range of services on offer, stretching from the more traditional collection and circulation of information about employment offers and requests in relation to matching candidates to vacancies to more advanced professional training and guidance, especially for the long-term unemployed, personalised assistance/support and consulting services for businesses, even in the countries set to join the EU.

More major differences can be noted as regards the implementation and development of computerized services supplied online and/or aimed at self-management of information and the creation of “telematic portals”. Indeed alongside a group of so-called “virtuous”
documents comprising Scandinavia and Flemish-speaking Europe as well as some central-western states, there are some nations (i.e. Mediterranean Europe and also some continental European countries) where the types of computerised interaction between labour supply and demand are still not developed enough, and where the use of network technologies as a tool to distribute information and supply services to users is lacking from certain viewpoints.

The general trend towards a gradual opening of the labour mediation market (and related markets) to private actors – in the belief that the service provided to the user by the public operator, a potential rival of the private operator, becomes more effective, efficient and of a better quality – highlights substantial differences at a national level (or sub-national in the event of a regionalised service) with regard to the co-existence of the private and public sectors. From the Dutch “half-market” system (characterised by private agencies providing worker reintegration services who operate through tenders and without any authorization from the state sector) to the Greek system where the public actor still holds a largely monopolistic position forcing private agencies to work under another name (e.g. agencies supplying “industrial services” or consulting firms that recruit managerial staff and recent graduates at the request of businesses). And in the middle of these there are other situations (mainly in the NMS) where, even if not specifically prohibited by law, liberalization of the mediation market is still in sharp contrast with a staunchly centralist hence repressed tradition.

While it would seem more difficult to single out the key trends underlying the development dynamic of the regulatory framework and political and institutional context, even if major expansion of their area of responsibility lies in store for the majority of PES, which will take in different sectors such as social assistance, the welfare system (especially at a local level\textsuperscript{14}) and management of unemployment income support and protection policies as part of a policy mix logic\textsuperscript{15}. The logic should mean that activities forming part of category of so-called “measures to cushion the effects of unemployment” are not considered solely an essential “right” of the individual that benefits from them, but are perceived as a “quid pro quo” for a real, personal, certified commitment to overcoming unemployed status.

At the same time efforts are being made to create a coherent mix of active and passive policies, suitably integrating the labour market and social security. In short the welfare system must be closely linked to labour market policies and dynamics in order to prevent

\textsuperscript{14} A critical analysis of the reports made it possible to note a current trend, seen above all in North European countries regarding close cooperation between municipalities, employment centres (with their various names) and the central workers’ insurance authority, each coordinating their respective duties.

\textsuperscript{15} Public structures tend, for the most part, to be conceived as a sole access point, also logistically speaking. On the one hand they perform the traditional task of matching labour supply and demand, and on the other are responsible for collecting and managing the data needed to assess social security benefit applications (unemployment allowance and social benefits), thus carrying out important checks on the provision of allowances and other benefits.
benefit recipients from depending on measures to cushion the effects of unemployment, or in any case to cut said periods of dependency to a minimum through professional reintegration of the unemployed.

The tendency to shift the focus from “processes” to “products”, i.e. to services offered and levels of user satisfaction, seems to be widespread (and hence a customer-oriented approach tends to be used as often as possible). On the one hand this forces an overall “rethink” of the organisational structure, and on the other entails the need to monitor self performance. In this way new management techniques such as “Management by objectives” (MBO) are introduced, albeit at different levels/stages of implementation. The aforementioned technique provides for the assessment of results achieved with regard to a set of “indicators” decided a priori and/or the adoption of Quality Management systems to measure and attain levels of “certified quality”.

Lastly cross-country analysis of relations makes it possible to attempt to group together the PES boasting similar characteristics in the following way:

1) **PES of Mediterranean countries (Spain, Greece, France, Portugal):**
   - partnership-style management of Employment services and /or PES authority independently of Ministry of Labour;
   - leading role of social partners in planning and managing employment policies and welfare and social assistance/protection measures;
   - major expansion of professional training services;
   - only partial liberalisation of mediation market, “competition” with PRES still not sufficiently developed;
   - decentralisation and regionalised management of PES;
   - implementation of online services but relative potential still not exploited to the full.

2) **PES of Scandinavian countries/newly-entered Baltic countries/English-speaking countries** (Sweden, Finland, Netherlands, Belgium, Finland, United Kingdom, Ireland, Estonia, Latvia, Lithuania):
   - PES generally forms part of the Ministry of Labour;
   - major expansion of network technologies and related self-service services;
   - focus on services “differentiated” according to user category and which make the parties involved responsible (coercion mechanisms and penalty systems);
   - PES not responsible for professional training which is entrusted to another public actor (however, at an institutional level it is normally connected to the Employment Services system);
   - advanced opening of market to private operators;
   - unmarked territorial decentralisation.

3) **PES of central European countries and/or more strictly continental countries** (Germany, Denmark, Czech Republic, Luxembourg, Poland, Slovakia, Slovenia): even if characteristics similar to the two aforementioned groups can be noted, it has
been entered as a separate group given the prevalence of the PES as a provider of advanced professional training and guidance services.
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<th>Member state (region where otherwise stated)</th>
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<th>4. Management systems and performance assessment models</th>
<th>5. Models of &quot;co-existence&quot; (competition, partnership, etc.) between the Pes and private employment operators</th>
<th>6. Working with other actors</th>
<th>7. Computerisation of data processing and supply of online services (promotion and expansion of self-consultation via Internet)</th>
<th>8. International cooperation</th>
<th>9. Main trends of political and regulatory framework</th>
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<td>Belgium-Flanders/VDAB</td>
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<td>Placement</td>
<td>Information about labour S/D</td>
<td>MBO</td>
<td>Total quality management</td>
<td>Management system</td>
<td>User relations management</td>
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<td>State social assistance projects</td>
<td>Professional training for LTU</td>
<td>MBO</td>
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<td>Management system</td>
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<td>Promotion of competition</td>
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<td>Complex</td>
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Table: summary of the organisation, functions and services of the PES in the enlarged Europe
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<tr>
<th>Member state (region where otherwise stated)</th>
<th>1. Main changes and developments of recent years</th>
<th>2. General mission of public employment service provided to meet specific goals/priorities and targets/strategies</th>
<th>3. Main services to meet specific goals/priorities and targets/strategies</th>
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| Finland/ MOL | Reorganisation | management | Professional training for LTU | Consultancy/ support for user categories | integration projects | facilities regarding countries |
| Sweden/AMS | Competition | Placement | Information about labour S/D Matching S/D | Professional training for LTU | Development of institutional and social-economic partnership, including at local level | Online services and self-service consultation |
| | Differentiation of services Reorganisation Decentralisation (partial) | Management of welfare and workplace reintegration programmes | Management of welfare and workplace reintegration programmes | Management of welfare and workplace reintegration programmes | Management of welfare and workplace reintegration programmes | Facilities regarding labour supply and demand |
| | | | | | | National online database |
| United Kingdom/ Jobcentre Plus | Territorial reorganisation Development of competition (pre-existing non-monopoly) | Placement | Information about labour S/D Matching S/D | Personalised consultancy/ support for user categories | Complete self-service consultation | Completion of reorganisation of territory and areas of responsibility |
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<td>Partnership structure and management of PES</td>
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<td>MBO Total quality management system User relations management User satisfaction assessment</td>
<td>Partnership with PRES (liberalisation in progress)</td>
<td>Development of institutional and social-economic partnership</td>
<td>Online services and self-service consultation facilities regarding labour supply and demand, including at a local level Internet network with PRES</td>
<td>Cooperation with the other central-eastern European candidate countries New law on employment and new Code of Work Completion of liberalisation and decentralisation</td>
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<td>Development of institutional and social-economic partnership</td>
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<td>Online services and self-service consultation facilities regarding labour supply and demand National online database</td>
<td>Partnerships and twinnings (shared projects, etc.) with PES in the rest of Europe, in particular Scandinavia</td>
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<th>9. Main trends of political and regulatory framework</th>
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<td>Placement</td>
<td>Information about labour S/D</td>
<td>MBO</td>
<td>Working with PRES (in progress).</td>
<td>Institutional and social-economic partnership for managing individual projects inside the country</td>
<td>Online services and self-service consultation facilities regarding labour supply and demand National online database</td>
<td>Partnerships and twinnings (shared projects, etc.) with PES in the rest of Europe, in particular Scandinavia</td>
<td>Completion of decentralisation Expansion and further personalisation of services</td>
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<tr>
<td></td>
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<td>Information distribution and management</td>
<td>Matching S/D Professional training for LTU Personalised consultancy/ support for user categories</td>
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<td>Competition</td>
<td>Placement</td>
<td>Information about labour S/D</td>
<td>MBO</td>
<td>Working with PRES (underway).</td>
<td>Local-level partnership (executive committees)</td>
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<td>(partial)</td>
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<td>Information about labour S/D</td>
<td>MBO</td>
<td>Co-existence</td>
<td>Working with PRES.</td>
<td>Not developed</td>
<td>Partnerships and twinnings (shared projects, etc.) with PES in the rest of Europe</td>
<td>Expansion and personalisation of services</td>
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<td>Information about labour S/D</td>
<td>MBO</td>
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<td>Information distribution and management</td>
<td>Perception of labour S/D</td>
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<td>Information about labour S/D</td>
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<td>Co-existence</td>
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<td>Partnerships and twinnings (shared projects, etc.) with PES in the rest of Europe</td>
<td>Expansion and personalisation of services</td>
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<td>Information about labour S/D</td>
<td>MBO</td>
<td>Co-existence</td>
<td>Working with PRES.</td>
<td>Not developed</td>
<td>Partnerships and twinnings (shared projects, etc.) with PES in the rest of Europe</td>
<td>Expansion and personalisation of services</td>
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<td>Slovakia Partial liberalisation Reorganisation</td>
<td>Information distribution and Matching S/D</td>
<td>MBO</td>
<td>Co-existence</td>
<td>Working with PRES.</td>
<td>Not developed</td>
<td>Partnerships and twinnings (shared projects, etc.) with PES in the rest of Europe</td>
<td>Expansion and personalisation of services</td>
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<td>PES in the rest of Europe</td>
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<tr>
<td>Slovenia</td>
<td>Competition</td>
<td>Placement</td>
<td>Information about labour S/D</td>
<td>MBO</td>
<td>Participation of social-economic actors in programmes run by the national professional guidance resource centre (CNROP)</td>
<td>Online services and self-service consultation facilities regarding labour supply and demand National online database</td>
<td>Partnerships and twinnings (shared projects, etc.) with PES in the rest of Europe</td>
<td>Implementation of “National Labour Market Development Programme” (expiry 2006).</td>
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<td>User relations management</td>
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2. THE MACROECONOMIC SCENERY AND LABOUR MARKET DYNAMICS IN THE 25-MEMBER EUROPE

From the middle of the 1990s on with critical moments linked to the international recession experienced in 2000-2001\textsuperscript{16}, the European macroeconomic and employment situation has been characterised by a climate of general uncertainty marked by a major decline, partly mitigated by the (relative) stability and convergence of 12-country economic and monetary union (EMU) policies.

High average annual unemployment levels (still about 8% on average), which resulted in an increase in the “unemployment threshold”\textsuperscript{17} were accompanied by a sizeable drop in labour productivity in Europe (2 percentage points down on the 1991-1995 average in 2002), unlike the situation in the United States (fig. 1). When compared with the latter Europe experienced a more intensive decline (tab. 1), which most certainly failed to find support in the unfavourable combination of demographic factors (primarily the low birth rate and the continuous increase in the share of the total population over the age of 65).

At the same time the tertiarization of the economy and privatisation of state bodies, which had been underway for the last couple of decades and which accelerated during the 1990s, resulted in the ongoing transfer of skilled workers from industry to the services sector which was less exposed to economic instability\textsuperscript{18}.

In this context we saw the regulatory and institutional aspects of the labour market move towards flexibilisation and mobilisation of the workforce\textsuperscript{19} with the aim of making said production factor more able to react and adapt to cyclical fluctuations.

In any case we can note how employment increased by 7.2% from 1997 to 2002, but with an annual average of 0.2% which continues to drop and major differences between the various member states continuing to exist.

\textsuperscript{16} 2000 was the last year when economic growth of more than 3% was recorded in the EU.

\textsuperscript{17} This refers to the level of economic growth below which the growth fails to have a sufficient enough impact on unemployment figures.

\textsuperscript{18} This is all-important for limiting unemployment (already seen during the 1992-93 recession). Indeed intensive use of new technology and the consequent surplus of production capacity seems to be one of the reasons why businesses abruptly stop taking on new staff since more and more frequently they replace staff with machinery (Blanchard and Wolfers, 2000).

\textsuperscript{19} This can be clearly seen if we consider the growing number of “atypical” workers, a phenomenon which has made it possible to expand the employment base, even if not necessarily in a permanent manner.
Fig. 1- Labour productivity (Real GDP per worker)

Source: European Commission Autumn 2003 Forecasts.

Tab. 1 – Macroeconomic situation

<table>
<thead>
<tr>
<th>Growth rate of real GDP (annual diff.%)</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
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<tr>
<td>Italy</td>
<td>1.7</td>
<td>3.1</td>
<td>1.8</td>
<td>0.4</td>
<td>0.3</td>
</tr>
<tr>
<td>Euro area</td>
<td>2.9</td>
<td>3.6</td>
<td>1.7</td>
<td>1.1</td>
<td>0.6</td>
</tr>
<tr>
<td>AC 10</td>
<td>2.8</td>
<td>3.5</td>
<td>1.6</td>
<td>0.9</td>
<td>0.4</td>
</tr>
<tr>
<td>USA</td>
<td>4.1</td>
<td>3.8</td>
<td>0.3</td>
<td>2.5</td>
<td>3.1</td>
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Table 1 - follows
Therefore the need to generate an “endogenous”, long-lasting turnaround is all-important; a turnaround able to create or at least maintain qualified jobs (especially in sectors boasting high productivity and a tendency towards innovation), making optimal use of human capital and its potential productivity. Indeed in reference to the economic slump which occurred in 2000, a large amount of economic literature (Bertola, Boeri & Nicoletti, 2001; Caballero & Hammour, 2000; Saint-Paul, 2001) shows how the presence or lack of active employment policies, and in particular action aimed at professional (re-)qualification and continuing education had a significant effect on the “risk of unemployment”. In other words the probability of continuing to be unemployed was considerably lower among those who were already unemployed but had started training courses and activities aimed at requalifying work skills.

The table below (tab. 2) shows the values for the main labour market indicators for each of the current member states and, in an aggregate manner, for the 10 NMS, which show a clear gap between the objectives set by the European Council of Lisbon in March 2000.

Within this context long-term unemployment (LTU) shows itself to be a fairly major European phenomenon in spite of the group of “virtuous” North European countries that can boast LTU rates of less than 2% (fig. 2).

---

20 The levels of ACs cannot be compared with those of current EU states considering the different stages of employment and economic development.
As mentioned above a growing use of “atypical” forms of employment, with particular regard to part-time work (tab. 3) can be seen, even if there are major differences between countries\(^{21}\) with regard to the increase/diffusion of this type of employment over the last ten years and the incidence per gender (generally a much more popular choice among the female population of working age).

As fare as employment policies are concerned, figures concerning spending in this area, in relation to GDP and according to category (active measures and passive measures) (tab. 4), show how average spending on GDP in the EU 15 (equal to 2.4%) is much higher than the corresponding value recorded in the USA (0.71%).

At the same time there is a major cross-country divide favouring the North European countries as opposed to the Mediterranean ones as well as an imbalance with regard to passive policies (a typical feature of welfare systems based on monetary compensation mechanisms and/or unemployment income support and assistance).

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\(^{21}\) It is interesting to note that Spain, in spite of having its own unemployment rate over a ten-year period, still has the lowest part-time employment rate in Europe.
The ten NMS have been involved for at least a decade in a complex economic convergence process in relation to EU standards (a.k.a. *catching-up*) in relation to complete integration into the internal market.

Similar to the situation which occurred in the EU-15, there was a major increase in employment in the tertiary sector in central-eastern European countries during the second half of the 1990s. (figs. 3 and 4), at the same time as economic recessions.
### Tab. 3 - Share of part-time employment on total - %

<table>
<thead>
<tr>
<th>Country</th>
<th>1990</th>
<th>of whom: women</th>
<th>2002</th>
<th>of whom: women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belgium</td>
<td>13,5</td>
<td>79,8</td>
<td>17,2</td>
<td>80,1</td>
</tr>
<tr>
<td>Denmark</td>
<td>19,2</td>
<td>71,1</td>
<td>16,2</td>
<td>66,2</td>
</tr>
<tr>
<td>Germany</td>
<td>13,4</td>
<td>89,7</td>
<td>18,8</td>
<td>83,7</td>
</tr>
<tr>
<td>Greece</td>
<td>6,7</td>
<td>60,8</td>
<td>5,6</td>
<td>67,8</td>
</tr>
<tr>
<td>Spain</td>
<td>4,6</td>
<td>79,2</td>
<td>7,6</td>
<td>80,1</td>
</tr>
<tr>
<td>France</td>
<td>4,5</td>
<td>22,5</td>
<td>13,7</td>
<td>79,5</td>
</tr>
<tr>
<td>Ireland</td>
<td>4,4</td>
<td>21,2</td>
<td>18,1</td>
<td>77,0</td>
</tr>
<tr>
<td>Italy</td>
<td>4,0</td>
<td>18,4</td>
<td>11,9</td>
<td>74,4</td>
</tr>
<tr>
<td>Luxembourg</td>
<td>1,6</td>
<td>19,1</td>
<td>12,6</td>
<td>89,1</td>
</tr>
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<td>Netherlands</td>
<td>13,4</td>
<td>52,5</td>
<td>33,9</td>
<td>75,4</td>
</tr>
<tr>
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<td>n.d.</td>
<td>n.d.</td>
<td>13,5</td>
<td>87,3</td>
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<tr>
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<td>12,8</td>
<td>9,6</td>
<td>67,8</td>
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<tr>
<td>Finland</td>
<td>4,8</td>
<td>10,6</td>
<td>11,0</td>
<td>64,6</td>
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<tr>
<td>Sweden</td>
<td>5,3</td>
<td>24,5</td>
<td>13,8</td>
<td>71,8</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>5,3</td>
<td>39,5</td>
<td>23,0</td>
<td>78,8</td>
</tr>
<tr>
<td><strong>EU15</strong></td>
<td>4,3</td>
<td>26,9</td>
<td>16,4</td>
<td>78,8</td>
</tr>
<tr>
<td>OECD countries</td>
<td>4,9</td>
<td>20,0</td>
<td>7,2</td>
<td>72,3</td>
</tr>
<tr>
<td>USA</td>
<td>8,3</td>
<td>20,2</td>
<td>8,3</td>
<td>68,2</td>
</tr>
</tbody>
</table>


### Tab. 4 - 2002 annual spending (%) on employment policies (active and passive)

<table>
<thead>
<tr>
<th>Country</th>
<th>Total spending on employment policies (as % of GDP)</th>
<th>of which: &quot;active&quot; measures (as % of GDP)</th>
<th>of which: &quot;passive&quot; measures (as % of GDP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belgium</td>
<td>3,52</td>
<td>1,28</td>
<td>2,24</td>
</tr>
<tr>
<td>Denmark</td>
<td>4,62</td>
<td>1,58</td>
<td>3,04</td>
</tr>
<tr>
<td>Germany</td>
<td>3,33</td>
<td>1,2</td>
<td>2,13</td>
</tr>
<tr>
<td>Greece</td>
<td>0,93</td>
<td>0,46</td>
<td>0,47</td>
</tr>
<tr>
<td>Spain</td>
<td>2,41</td>
<td>0,85</td>
<td>1,56</td>
</tr>
<tr>
<td>France</td>
<td>2,94</td>
<td>1,3</td>
<td>1,64</td>
</tr>
<tr>
<td>Ireland</td>
<td>1,84</td>
<td>1,14</td>
<td>0,7</td>
</tr>
<tr>
<td>Italy</td>
<td>1,25</td>
<td>0,64</td>
<td>0,61</td>
</tr>
<tr>
<td>Luxembourg</td>
<td>n.a.</td>
<td>n.a.</td>
<td>n.a.</td>
</tr>
<tr>
<td>Netherlands</td>
<td>3,62</td>
<td>1,74</td>
<td>1,88</td>
</tr>
<tr>
<td>Austria</td>
<td>1,79</td>
<td>0,53</td>
<td>1,25</td>
</tr>
<tr>
<td>Portugal</td>
<td>1,51</td>
<td>0,61</td>
<td>0,9</td>
</tr>
<tr>
<td>Finland</td>
<td>3,07</td>
<td>1,01</td>
<td>2,06</td>
</tr>
<tr>
<td>Sweden</td>
<td>2,34</td>
<td>1,41</td>
<td>0,93</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>0,8</td>
<td>0,38</td>
<td>0,42</td>
</tr>
<tr>
<td><strong>EU15</strong></td>
<td>2,43</td>
<td>1,01</td>
<td>1,42</td>
</tr>
<tr>
<td>USA</td>
<td>0,71</td>
<td>0,15</td>
<td>0,56</td>
</tr>
</tbody>
</table>

As the European Bank for the Reconstruction and Development (EBRD 2002) pointed out, in spite of the institutional progress made and the fairly major economic turnaround and “transition to the market”\textsuperscript{22}, the newly-entered countries’ convergence towards EU

\textsuperscript{22} On the whole in 2003 these countries experienced a greater increase than both the most industrialised
standards (in terms of income and employment) features a number of complex elements. Economic growth alone would not seem to be sufficient to absorb unemployment (the average rate of which stands at approximately 15%) generated as a result of the privatisation and reorganisation of state institutions combined with the disappearance of a widereaching social protection network. Nevertheless some positive signs do emerge in this context, linked on the one hand to a feeling of confidence among economic operators in view of the forthcoming EU membership and the direct foreign investments which have made possible the setting up of new businesses in recent years; and on the other to the delocalisation of a number of manufacturers in a variety of sectors (mainly mechanics and textiles) from the most advanced European economies (Germany, Austria, Italy).

Generally speaking there has been a fairly uniform increase in employment in the AC area in recent years, albeit a limited one, with the exception of the Czech Republic and Poland. As can been seen from the key figures relating to labour market trends (fig. 5), there are still differences between the various countries with regard to unemployment. The unemployment rate ranges from the 3.7% rate recorded in Cyprus to Poland’s 19.9%. These differences are mainly due to the diverse national labour market conditions – and employment breakdown according to sector (e.g. the reorganization of farming in Poland) – and the different levels of implementation of market-oriented economic reforms.

**Fig. 5 – Unemployment rate (%) Accessing Countries, 2002-2003**

Source: European Commission.

A comparison of the unemployment and employment rates in accessing countries with areas (EU and USA) with an average 3% increase in GDP.
the EU average from the second half of the 1990s on highlights, first of all, the existence of major differences among the acceding countries. In 2002 the level of unemployment ranged from 5.6% in Hungary, much lower than the EU average, to almost 20% of the workforce in Poland and Slovakia.

Tab. 5 - Labour market indicators (acceding countries)

<table>
<thead>
<tr>
<th>Country</th>
<th>Unemployment rate (%)</th>
<th>Employment rate (%) (Lisbon Objective: 70% by 2010)</th>
<th>Activity rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2002 (final)</td>
<td>2003 (preliminary)</td>
<td>2002 (final)</td>
</tr>
<tr>
<td>Estonia</td>
<td>9,1</td>
<td>10,1</td>
<td>62,0</td>
</tr>
<tr>
<td>Hungary</td>
<td>5,6</td>
<td>5,8</td>
<td>56,6</td>
</tr>
<tr>
<td>Latvia</td>
<td>12,8</td>
<td>10,5</td>
<td>60,4</td>
</tr>
<tr>
<td>Lithuania</td>
<td>13,1</td>
<td>12,7</td>
<td>59,9</td>
</tr>
<tr>
<td>Poland</td>
<td>19,9</td>
<td>19,2</td>
<td>51,5</td>
</tr>
<tr>
<td>Slovakia</td>
<td>18,6</td>
<td>17,1</td>
<td>56,8</td>
</tr>
<tr>
<td>Slovenia</td>
<td>6,0</td>
<td>6,5</td>
<td>63,4</td>
</tr>
<tr>
<td>Czech Republic</td>
<td>7,3</td>
<td>7,8</td>
<td>65,5</td>
</tr>
<tr>
<td>Malta</td>
<td>7,4</td>
<td>7,8</td>
<td>70,7</td>
</tr>
<tr>
<td>Cyprus</td>
<td>3,8</td>
<td>4,4</td>
<td>68,6</td>
</tr>
<tr>
<td>AC 10</td>
<td>14,8</td>
<td>14,3</td>
<td>55,9</td>
</tr>
<tr>
<td>EU 15</td>
<td>7,7</td>
<td>8,0</td>
<td>64,3</td>
</tr>
</tbody>
</table>


Starting from 1996 all the countries in question (with the exception of Hungary) reported an increase (or in any case an insignificant reduction) in the level of unemployment (in many cases this almost doubled as in the two countries of the former Czechoslovakia).

While the level of employment was more or less the same as the EU average. This would seem to confirm the theory according to which the unemployed, even if on the increase, mostly remain on the market in search of employment.

When comparing the number of unemployed to the per capita GDP (tab. 6), if on the one hand we can see how there is still a considerable gap between the share of individual wealth and EU economies’ in most ACs, on the other we can see that the countries where the rate of unemployment for the period in question (1996-2002) dropped or stayed more or less the same are those whose per capita GDP is particularly low compared to the community average (specifically Estonia, Romania, Latvia and Lithuania). Moreover the increase in the rate of unemployment in Poland and Slovakia did not result in a similarly large deviation from the European per capita GDP average.
The most important phenomena related to market and employment dynamics in the newly-entered countries\textsuperscript{23} can be attributed to the new redistribution of labour among the economic sectors (with the ongoing shift from agriculture and industry to tertiary\textsuperscript{24}) on the one hand, and to the continuous increase in labour productivity, in particular in the former state companies which have been privatised and/or bought with foreign capital\textsuperscript{25} on the other.

During the second half of the 1990s there was a major increase in unemployment in most of these countries with the 15% threshold being exceeded in some (Slovakia, Latvia, Lithuania, Poland). From 2001 on, in spite of higher than EU average economic growth (in terms of real GDP), employment market dynamics showed signs of a slowdown (especially among young people and the over 50s), in particular in Hungary, Slovenia and the Czech Republic. On average the level of unemployment among young people stood at

\begin{table}[h]
\centering
\begin{tabular}{|l|c|c|c|}
\hline
 & \textbf{Per capita GDP (PPP, EU=100)} & \multicolumn{2}{|c|}{\textbf{Unemployment rate (% of work force)}} \\
 & \textbf{2000} & \textbf{1996} & \textbf{2002} \\
\hline
EU & 100,0 & 10,8 & 7,7 \\
Italy & 101,5 & 12,1 & 9,0 \\
Estonia & 39,0 & 10,6 & 9,1 \\
Hungary & 50,5 & 10,0 & 5,6 \\
Latvia & 29,2 & 18,3 & 12,8 \\
Lithuania & 32,9 & 16,4 & 13,1 \\
Poland & 39,0 & 12,3 & 19,9 \\
Slovakia & 47,4 & 11,3 & 18,6 \\
Slovenia & 68,3 & 6,9 & 6,0 \\
Czech Republic & 58 & 4,3 & 7,3 \\
Malta & - & - & 7,4 \\
Cyprus & - & - & 3,8 \\
\hline
\end{tabular}
\caption{Unemployment and per capita GDP in ACs (1996-2002)}
\end{table}


\textsuperscript{23} For further information please refer to “Le dinamiche del mercato del lavoro nel processo di transizione dei Paesi dell’Europa Centro-orientale (PECO) verso l’UE. Il ruolo dei Servizi all’occupazione”, Di Domenico G., Osservatorio Isfol, n.4/2003, Rome.

\textsuperscript{24} In particular there was a major drop in employment in the agricultural sector in almost all the ACs (13% in 2002) while still remaining above EU levels in almost all the countries (EU average of 4.1%) with figures peaking in Poland and Latvia.

\textsuperscript{25} Privatisation, streamlining and reorganisation were accompanied by a large number of redundancies, often collective, aimed at reducing the "surplus" workforce. According to recent estimates (Ebrd, 2003) more than 6 million workers - i.e. 14% of the total - lost their jobs in Eastern Europe (excluding the Baltic states) between 1990 and 1995. However privatisation of the economic system has also brought about a major improvement in businesses’ productivity which in turn meant an increase in tax receipts and a larger amount of resources to be spend on welfare and social protection policies. It is interesting to note how the current number of self-employed workers in candidate countries (22%) is higher than the average for the current 15 member states (17.9%).

around 26%, approximately 10 percentage points higher than the EU 15. While figures for the female labour market are in contrast with the ACs reporting a 46% rate of female employment (compared to the current EU average of 42%).

In all the NMS where data was available, the figures for spending on employment policies in relation to GDP (tab.7) were lower than the community average, with active policies being favoured, while there were still no major differences compared to the figures recorded for member states with a much higher pro capita income.

In this context we can clearly see the opportunity to expand on employment policy measures aimed at widening the employment base. This could be done by acting to increase the workforce’s employability (optimisation and qualification of human capital) as well as the market’s allocation mechanisms, promoting transparency and fluidity. And by supporting the activities of institutions such as the PES that work to achieve these goals with regard to both labour supply and demand, encouraging the mutual adaptation of both.

Tab. 7 - Annual spending on employment policies (active and passive), ACs (2000)

<table>
<thead>
<tr>
<th>Country</th>
<th>Per capita GDP (PPP, EU=100)</th>
<th>Total spending (as % of GDP)</th>
<th>of which: &quot;active&quot; measures (as % of total spending)</th>
<th>of which: &quot;passive&quot; measures (as % of total spending)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EU</td>
<td>100,0</td>
<td>2,9</td>
<td>60,0</td>
<td>40,0</td>
</tr>
<tr>
<td>Italy</td>
<td>101,5</td>
<td>1,3</td>
<td>62,0</td>
<td>38,0</td>
</tr>
<tr>
<td>Estonia</td>
<td>39,0</td>
<td>0,2</td>
<td>60,0</td>
<td>40,0</td>
</tr>
<tr>
<td>Hungary</td>
<td>50,5</td>
<td>1,0</td>
<td>58,0</td>
<td>42,0</td>
</tr>
<tr>
<td>Latvia</td>
<td>29,2</td>
<td>n.a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lithuania</td>
<td>32,9</td>
<td>n.a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Poland</td>
<td>39,0</td>
<td>2,2</td>
<td>77,0</td>
<td>23,0</td>
</tr>
<tr>
<td>Slovakia</td>
<td>47,4</td>
<td>1,1</td>
<td>49,0</td>
<td>51,0</td>
</tr>
<tr>
<td>Slovenia</td>
<td>68,3</td>
<td>1,7</td>
<td>52,0</td>
<td>48,0</td>
</tr>
<tr>
<td>Czech Republic</td>
<td>58,0</td>
<td>0,5</td>
<td>62,0</td>
<td>38,0</td>
</tr>
</tbody>
</table>


26 Please note that figures vary significantly from country to country, with a record 40% in Slovakia.
3. COUNTRY REPORTS – EU-15 MEMBER STATES

3.1 Belgium (Flanders)

GENERAL INFORMATION (2002)\(^{27}\)

<table>
<thead>
<tr>
<th></th>
<th>Men</th>
<th>Women</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population (thousands of units)</td>
<td>2,956</td>
<td>3,038</td>
<td>5,994</td>
</tr>
<tr>
<td>Population of working age (15-64, thousands of units)</td>
<td>1,945</td>
<td>1,997</td>
<td>3,942</td>
</tr>
<tr>
<td>Employment rate (15-64)</td>
<td>71.6%</td>
<td>55.2%</td>
<td>63.5%</td>
</tr>
<tr>
<td>Activity rate:</td>
<td>58.5%</td>
<td>74.9%</td>
<td>66.8%</td>
</tr>
<tr>
<td>Unemployment rate:</td>
<td>4.3%</td>
<td>5.7%</td>
<td>4.9%</td>
</tr>
<tr>
<td>Long-term unemployment rate (LTU)</td>
<td>38.4%</td>
<td>41.8%</td>
<td>40.1%</td>
</tr>
</tbody>
</table>

Name of public employment service
VDAB (Vlaamse Dienst voor Arbeidsbemiddeling en beroepsopleiding)

Director (or other manager(s))
Yvan Bostyn

Contacts (email, telephone, fax, address)
Keizerslaan 11 - 1000 Brussels
Tel. (02) 506 15 11 - Fax: (02) 506 15 90
Keizerslaan 11 - 1000 Brussels
Tel. (02) 506 15 11 - Fax: (02) 506 15 90

Email
info@vdab.be

Website
www.vdab.be

Geographical area(s) covered
Flanders

No. of local offices (per region/province)
Regional offices:
Province of Antwerp: 3
Province of Limburg: 2
Province of Oost-Vlaanderen: 3
Province of Vlaams-Brabant: 3
Province of West-Vlaanderen: 3

Local offices:
94 (end of 2002)
Target number: 140

No. of employees and external consultants/specialists
4,372 or 3,680 full-time employees

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS

• Regulation of Temporary Employment Agencies (in 1999).

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\(^{27}\) The figures shown refer solely to the Flanders region and hence do not apply to Belgium as a whole.
- End of state monopoly in employment sector.
- Promotion of competition with regard to services supplied by public employment service (1995-1999).
- Integration of services.
- Integration of facilities.

B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE
- Matching job offers (demand) with jobseekers (supply), placement.
- Professional training.
- Management/distribution of unemployment allowance and/or other benefits/state social assistance projects.
- Assistance for disadvantaged target groups.
- Data monitoring and analysis.
- Career planning for employees.
- Teacher pool management.
- Promotion of lifelong learning.
- Innovation.

C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF PUBLIC EMPLOYMENT SERVICE

C.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand
The services provided are: offer/diffusion of detailed information regarding a variety of opportunities for jobseekers and employees through the website www.vdab.be; installation of computer terminals for jobseekers placed in central locations nationwide; call centres; organisation of employment-related events; specific initiatives in the event of re-scaling or suspension of major companies’ business activities; collection/processing of curricula/job offers and relative databases; setting up of online services and self-consultation facilities.

Performance indicators (2002)
- Number of jobseekers registered per year: 187,023.
- Number of job offers registered per year: 226,114.
- Average duration of matching supply/demand (number of days from first contact to recruitment): 40 days (definition: time required to fill a vacancy).
- Number of jobseekers/employers who benefited from the information provided by the vacancy database’s self consultation facilities: 3,522,154.
- Number of website visitors (monthly average for 2002): 554,224.
C.2 Increase workers’ employability and prevent long-term unemployment

The services provided are: detailed information services; professional training for the long-term unemployed; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); individual services and personalised consulting services/assistance/support.

Performance indicators (2002)
- Number of long-term unemployed who took part in professional training projects (courses, initiatives, etc.): 11,060 (this figure is cumulative given that individuals who followed multiple courses were counted more than once).
- Number of long-term unemployed who received personalised advice: 28,724.
- Number of long-term unemployed who took part in a “new start” programme: 28,724 (from the launch of the individual scheme. All participants receive individual support and guidance as part of a “new start” scheme).
- Number of long-term unemployed who found employment within a year: 55% (the absolute figure cannot be compared with other figures and must be taken as relative).

C.3 Encourage workers over the age of 50 to extend their working life

The services provided are: information about legislation, benefits and incentives aimed at encouraging workers over the age of 50 to stay on the labour market; personalised consulting services and activities.

Performance indicators (2002)
- Number of workers over the age of 50 who took part in lifelong learning schemes: 1,719 in professional training projects (this figure is cumulative given that individuals who followed multiple courses were counted more than once).
- Number of workers over the age of 50 that received personalised advice: 8,720.

C.4 Improve and increase the employability of women

The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; personalised, customer-oriented consulting services/assistance/support; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.).

Performance indicators (2002)
- Number of women who took part in professional training programmes: 27,147 (this figure is cumulative given that individuals who followed multiple courses were counted more than once).
- Number of women who received personalised advice: 86,856.
- Number of women who took part in “new start” activities: 86,856.
- Number of women who found employment within a year: (59.7%) (the absolute
figure cannot be compared with other figures and must be taken as relative).

C.5 Improve and increase the employability of people with disabilities
The main services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

Performance indicators (2002)
- Number of people with disabilities who took part in professional training programmes: 2,655 (this figure is cumulative given that individuals who followed multiple courses were counted more than once).
- Number of people with disabilities who received personalised advice: 11,455.
- Number of people with disabilities who took part in “new start” programmes: 11,455.

C.6 Improve and increase the employability of workers who make use of subsidies
The main services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

C.7 Support and guide businesses with regard to recruitment and developing human resource activities
Even though all the services listed below were provided by the public system in the past, nowadays most of them are privatised. Information (about legal, tax and administrative matters); consulting services (about legal, tax and administrative matters, financial incentives to promote employment); help with looking for staff with high professional skills/qualified staff who meet employer’s criteria; analysis of businesses’ professional and training requirements on the local labour market; professional training in line with the aforementioned requirements; information and/or advice regarding measures aimed at unmasking undeclared and illegal employment.

Performance indicators (2002)
The figures shown refer to professional training services for employees:
- Number of registered businesses (effective/actual users): 3411.
- Number of potential users: 45,098 participants in 2002.
- Number of contacts per year with local businesses: 33,7504 – general total of contacts (including vacancies).
C.8  Promote more extensive geographical and professional mobility
The services provided are: information services (regarding legal matters, accommodation, etc.) aimed at providing support for workers looking for employment in a different national geographical area or abroad, mostly through the EURERES network; personalised services.

D. MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS
- Management by Objectives.
- Total quality management system.
- Customer relations management.
- Customer satisfaction assessment.
3.2 Belgium (Wallonia)

GENERAL INFORMATION (2001)\textsuperscript{28}

Population (thousands of units) 3,346,457 (at 31.12.2001)
Population of working age (15-64, thousands of units) 2,168,612 (at 30.06.2001)
Employment rate: 56% (at 30.06.2001)
Activity rate: 65.7% (at 30.06.2001)
Unemployment rate: 14.9% (at 30.06.2001)
Long-term unemployment rate (LTU) 5.6% (Source: Belgostat, INS)

Name of public employment service Forem
Director (or other manager(s)) Jean-Pierre Mean (Chief executive)
Contacts (email, telephone, fax, address)
Forem, Relations internationales
Boulevard Tirou 104 - Be-6000 Charleroi
Tel. + 32 71 20 61 98
Marie Siraut
Tel. + 32 71 20 61 80, marie.siraut@forem.be
Joëlle Soir
Tel. + 32 71 20 61 26 - joelle.soir@forem.be

Website www.leforem.be; www.hotjob.be
Geographical area(s) covered Wallonia
No. of local offices (per region/province) The Forem public employment service has one central office, 97 regional offices (including 52 professional training centres) located in 11 regional head offices and 9 professional training coordination centres. 17 local employment offices (Maison de l’Emploi – local-level one-stop counters open to the public offering initial consulting services and job search tools as well as guidance for specialised services, partnerships with local authorities, local social service offices and no profit associations working in the field of social and professional integration. There will be a total 104 Maisons de l’Emploi in the region of Wallonia by the end of 2004).
No. of employees and external consultants/specialists: Forem Conseil: 1,641 (1,433 full-time employees) – Forem Total: 3,067 (2,799 full-time employees)

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS
Reorganisation of the labour market in the Walloon region was implemented following the adoption of 4 rulings by the Parliament: a) ratification of Convention no. 181 of the ILO b) reorganisation of FOREM (Wallonia’s public employment and professional training service) c) implementation of regulations regarding private employment services d) setting up of a Walloon company to supply charged employment services. FOREM’s new missions established in 2002 are currently approved by the law which came into force on April 1 2003 at the same time as the decree which led to the setting up of a

\textsuperscript{28} The figures shown refer solely to the Walloon region and hence do not apply to Belgium as a whole.
regional agency to supply charged employment services (*TRACE*').

B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE

Matching job opportunities (demand) with jobseekers (supply); FOREM is no longer directly involved in “placement” but in “publishing vacancy advertisements”; Professional training; FOREM’s consulting services (*FOREM Conseil*) play a managerial role in guaranteeing the management and diffusion of information on the labour market and training, and coordinates and assists all the actors involved in Wallonia’s labour market.

C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF PUBLIC EMPLOYMENT SERVICE

C.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand

The services provided are: offer/diffusion of detailed information regarding a variety of opportunities for jobseekers and employees; collection/processing of curricula/job offers and relative databases; setting up of online services and self-consultation facilities: job adverts are published on the website. Throughout the whole Walloon region these are published through self-consultation points found in PES offices, on notice boards, by PES consultants and 300 local partners, through large-scale ads and ads in the free press, on teletext, TV and local radio channels and through job offer newsletters distributed by the public employment service.

Performance indicators (2002)

- Number of jobseekers registered per year: 250,000.
- Number of job offers registered per year: 60,000.
- Average duration of matching supply/demand (number of days from first contact to recruitment): reliable figures cannot be provided in this regard in view of the fact that FOREM went from performing placement activities to job offer publication activities. Nevertheless it was found that the average duration is much shorter than in the past (not more than 2 weeks) given the increase in demand.
- Number of jobseekers/employers who benefited from the information provided by the vacancy database’s self consultation facilities: see point 2.
- Number of website visitors: see point 2.

C.2 Increase workers’ employability and prevent long-term unemployment

The services provided are: detailed information services; professional training for the long-term unemployed; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); customised services and personalised consulting services/assistance/support.
C.3 Encourage workers over the age of 50 to extend their working life

The services provided are: information about legislation, benefits and incentives aimed at encouraging workers over the age of 50 to stay on the labour market; personalised consulting services and activities. The services provided by FOREM are available to everybody. This means that anybody, regardless of their age, gender or ethnic origin, has the right to make use of all the services offered by the public employment service without discriminations of any kind. Nevertheless, in order to offer a differentiated, personalised, successful solution to each customer’s need FOREM Conseil consultants as well as the majority of DIISP (Dispositif intégré d’insertion socio-professionelle – Integrated system for socio-professional integration) partners are aware of the specific problems of some categories of users (people with disabilities, prisoners, immigrants…) and have undergone specific training to deal with said problems. This policy of “mainstreaming diversity” is based on the principle of non-discrimination and the refusal to stigmatisate some target groups, relegating them to systems which can be isolating from a social viewpoint. FOREM’s approach tends to focus on the individual and his/her skills in order to construct a professional project together, trying to understand how to integrate said individual into the labour market and calling upon the DIISP if need be.

Performance indicators (2002)

- Number of workers over the age of 50 who took part in lifelong learning schemes: 2.3% (Source: Belgostat). See point 1.

In 2002, 32.4% of workers who took part in a FOREM Formation training scheme were over the age of 45.

C.4 Improve and increase the employability of women

The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; personalised, customer-oriented consulting services/assistance/support; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.).

Performance indicators (2002)

- Number of women who took part in professional training programmes: 4.7% (Source: Belgostat).
- In 2002, 41.3% of the individuals who took part in Forem Formation training programmes were women.

C.5 Improve and increase the employability of people with disabilities

The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.
C.6 Improve and increase the employability of workers who make use of subsidies
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

C.7 Support and guide businesses with regard to recruitment and developing human resource activities
The services provided are: information (about legal, tax and administrative matters); consulting services (about legal, tax and administrative matters, financial incentives to promote employment); help with looking for staff with high professional skills/qualified staff who meet employer’s criteria (on request only); analysis of businesses’ professional and training requirements on the local labour market; professional training in line with the aforementioned requirements.

Performance indicators (2002)
- Number of registered businesses (actual users).
- Number of potential users: 199,033 in Wallonia (Source: Scodata, 2001).

C.8 Promote more extensive geographical and professional mobility
The services provided include information regarding legal and logistic issues (accommodation, etc.) aimed at providing support for workers looking for employment in a different national geographical area or abroad.

D. MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS
- Management by Objectives.
- Total quality management system.
- Customer satisfaction assessment (customer loyalty).
- Socio-economic management (See http://www.iseor.com/anglais/index.html).

E. COMPUTERISATION OF DATA PROCESSING AND SUPPLY OF ONLINE SERVICES
Please see “Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand”

Performance indicators (Source: Hotjob.be) (2002)
- Number of consultations on a daily basis: 5,599 (annual average).
- Number of CVs published for the first time during the period in question: 13,945.
- Number of job offers registered online: 5,920.
- Average number of job offers published: 3,398 (annual average).
F. INTERNATIONAL COOPERATION BETWEEN DIFFERENT STATES’ PUBLIC EMPLOYMENT SERVICES

In this area Forem’s participation in the EURES network as well as agreements between Belgian PES to exchange trainees (from the French-speaking region to the Flemish-speaking region and vice versa) are to be highlighted. The organisation of special events together with other countries must also be noted (e.g. Irish Days during which meetings between Irish employers and Walloon jobseekers were organised).
3.3 Belgium (Brussels-Capital)

GENERAL INFORMATION (2001)

The figures shown refer solely to the Brussels-Capital region and hence do not apply to Belgium as a whole.

Population (units) 964,405
Population of working age (units) 631,406
Employment rate 53.9%
Activity rate 62.0%
Unemployment rate 13.0%
Long-term unemployment rate Not available

Name of public employment service Office Régional Bruxellois de l’Emploi/Brusselse Gemestelijke Dienst voor Arbeidsbemiddeling

Area covered Brussels-Capital Region

Chief executive Eddy Courthéoux

Contacts (telephone, fax, address) Tel. +3225051659/32 25051420 – Fax: +32 25051422
Vivian Christian Wan Vetter

Email vwanvetter@orbem-bgda.be

Website www.orbem.be

Number of offices 1 central office and five local offices (including 1 worker recruitment agency and 3 temporary employment agencies)

Number of employees 650

Geographical area(s) covered Brussels-Capital Region

No. of local offices Central office + 5 satellite offices

No. of employees 622 people
(Source: ORBEM, Workforce Survey)

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS

The Brussels-Capital Region set up in 1989 comprises 19 municipalities and, at an institutional level, has two levels of authority as a result of its bilingualism (French-speaking region and Flemish-speaking region). Socio-economic questions (including employment) fall under the regional sphere of responsibility and are therefore bilingual. Questions related to professional training, teaching, non-school childcare, culture and healthcare fall under the community sphere of responsibility and are therefore entrusted to the French-speaking or Flemish-speaking community institutions or shared institutions when the question involves both communities. Consequently application of the employment policy in the Brussels-Capital region is passed over to the Regional Employment Office (Office Régional Bruxellois de l’Emploi (ORBEM)), a regional,
jointly managed organisation while two community institutions are responsible for professional training – Bruxelles Formazione and Regionale Dienst voor Beroepsopleiding Brussel (RDBB) which form part of VDAB. Both institutions are run by the social partners. This situation affects the data provided with regard to the questions listed below, especially as far as professional training is concerned. In 1989 ORBEM had approximately 257 employees while the current total stands at 622. This expansion proved necessary within the context of modernisation and hence diversification of the employment service. Diversification and expansion of customer services took the form of new types of labour market activities introduced during the early 1990s at the same time as the notion of partnership was developed. Some examples of these activities are the creation of services for drafting the socio-professional report, guidance and consulting services aimed at facilitating integration, reconversion or recruitment and the creation of a “Labour Market and Qualifications Observatory”. At the same time, given the desire to bring the public service closer to its customers and encourage integration into the local socio-economic fabric, ORBEM set up 5 satellite offices located throughout the region in 1991. These satellite offices provide all ORBEM services regarding registration, vacancy consultation, management of jobseeker files and all employment-related information in a broader sense. In fact the integration of these satellite offices into the local fabric consists in the participation of area coordination consultants in school meetings and no-profit integration associations with regard to the steps to take when looking for work. To this end the satellite offices organise accompanied visits to ORBEM services and attend Employment Exchanges and interviews organised at a local level, etc. Given the increase in unemployment and the difficulties caused by the ongoing reduction in the number of available jobs in Brussels, ORBEM has established new partnerships with external partners working in the area of socio-professional integration in order to improve and expand the services offered to specific categories of jobseekers throughout the entire region. ORBEM, which is in charge of organising and managing the region’s integration schemes, has based its schemes on the following four principles:

- stepping up and implementation of an integrated process aimed at bringing together the problems experienced by all jobseekers to replace isolated, non-coordinated activities;
- integration schemes are initially built around jobseekers and are therefore personalised schemes where the customers’ needs are all-important;
- integration schemes form the structuring element for jobseekers and operators;
- presupposition of intensive cooperation and partnership between the various actors.

Partnerships developed to date can be split into five main types of action which are as follows:

Partnerships for hospitality and guidance
Coordinating partners are responsible for guaranteeing the public office’s front line hospitality and steering non-registered jobseekers towards an integration scheme.
Generally speaking said public comprises students who are not informed about the administrative procedures to be followed in order to receive benefits, people who have appealed against a rejected residence permit application, people with recognised disabilities who wish to re-establish contact with an integration service in order to put together a professional project or candidates with serious psychological problems. The partners are specialised in hospitality and offering guidance to specific groups of jobseekers and can offer and professional and personal advice and guidance with regard to the most suitable measures to fit individual needs. The initiatives target jobseekers as well as individuals who will look for work in the future.

Partnerships for active job searching (RAE)
This is a network of active job search workshops using the same methodology and offering the same services as ORBEM’s RAE service. Moreover the network allows for the movement of candidates inside the network and the exchange of information between partners offering virtually made-to-measure guidance for jobseekers. Eleven partners have offices which are open to all those in search of work while another seven partners cater for a specific group of users (handicapped or illiterate jobseekers) which requires a form of management using specific methodologies.

Partnerships for socio-professional integration
The partners offer less qualified or disadvantaged jobseekers a guide as part of the socio-professional integration initiatives comprising hospitality, definition of professional project, pre-training, qualifying training and workplace integration. The measures put together by partners working in the field of socio-professional integration are subject to area coordination and concertation. They are implemented as part of the regional socio-professional integration programmes which detail relations between the various partners, the measures’ general goals and the minimum requirements to be met, taking into account the recipients and type of measures taken.

Partnerships for integration schemes involving the setting up of business activities
The aim of these partnerships is to promote training schemes for jobseekers who plan to carry out a micro business project and obtain a position within the world of work (as employees or self-employed workers). The proposed scheme includes preparation for setting up and running a business, flanking during the various steps to be taken and help in drawing up a feasibility study. It also provides for guidance in setting up a business and subsequent advice, allowing for contacts to be established between these type of businesses at a local level. The pedagogical method used aims to promote the business project’s autonomy based on personal flanking which sets clearly defined, accessible objectives.

Partnerships for facilities to care for children of jobseekers
The setting up of facilities to care for the children aged 0 to 3 of specific categories of
jobseekers aims to allow the latter to break out of a vicious circle. In order to take part in a module (active job search workshop, socio-professional integration…) individuals need to leave their children with a care facility but in order for children to be included on a facility’s waiting list, the parents need to show they have a regular employment contract. In addition to ORBEM’s Maison d’Enfants (a childcare centre which has celebrated its tenth birthday) the network includes ten partner crèches. The network was set up in 1993 with the authorisation of the National Department for Children. Moreover, ORBEM and its partners have laid the foundations for creating a new approach and dynamics based on the principles of complementarity rather than competition thus “exploiting” potential partnerships. An important part of creating a partnership is regular scheduling of coordination meetings with partners – which undoubtedly has to be perfected. Partnership becomes a working tool for ORBEM operators and its partners. To date ORBEM has approximately 130 operator partners. Lastly the work done together with partners in the area of socio-professional integration (which has been an area of interest since 1991) is currently being expanded and also with private employment services. In fact in June 2003 a new decree regarding the organisation of combined labour market management was put to the vote. This decree complies with the regulations of the International Labour Organisation’s (ILO) international convention adopted by Belgian employer organisations and trade unions, but above all it forms the base of a new type of labour market structure in Brussels. This structure is founded on the combined activities of the public employment service, ORBEM, private employment agencies (temporary employment agencies, offices in charge of staff selection) and local operators in the field of socio-professional integration (no profit integration associations, public social aid centres, local missions and teaching and training centres). The decree also provides for the setting up of a concertation platform which brings together social partners, ORBEM, private agency representatives and integration operators. Its aim will be to promote partnerships among operators, formulate government proposals with regard to labour market organisation and the definition of practical management methods and also to ensure there is no form of discrimination on the labour market. Set up and organised following the decree of November 16 1988, ORBEM is a public organisation managed by the social partners. Its mission consists in implementing the regional policy set down by the government and ensuring the labour market works properly by adopting all useful initiatives for this purpose. ORBEM’s set-up is built on three main principles:

- the accessibility, continuity, free nature and quality of ORBEM’s services must be guaranteed to all citizens looking for employment, employers and partners;
- ongoing analysis of labour market developments must allow ORBEM to regulate this market and propose the necessary changes;
- the main goal is to compare and above all match labour supply and demand; the challenge is a twofold one – to cater for employer needs in the best way possible and to satisfy the expectations, possibilities and aspirations of jobseekers.

To sum up, ORBEM’s key missions with regard to jobseekers and employers are:
- diffusion of objective information about the labour market, about the paperwork to be completed and the rights and duties of all parties;
- recruitment and placement of jobseekers;
- management of workplace reintegration programmes.

B. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF PES

B.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand

Supply/diffusion of detailed information services on various opportunities for jobseekers and for employers.

ORBEM’s consulting service – Conseil emploi (described in greater detail below) – is organised according to two areas of action. The first involves personalised management of integration schemes for jobseekers while the second focuses on services for employers and managing employment offers. The goal is optimal management of the interests of jobseekers and employers and matching labour supply and demand. Therefore the service aims to provide information and guidance to jobseekers through to integration in the workplace and to establish the relative contacts with businesses. The Service Entreprise targets businesses and visits employers inside the Brussels-Capital region, either spontaneously or upon request, in order to explain the services provided by ORBEM, register job offers or answer a query regarding employment information. Forum d’Information, which has been active since 1990, is another extremely important service It answers all queries regarding the paperwork to be completed and rights and obligations of jobseekers and employers, and also provides information about training possibilities, employment aids, etc.

The services provided are: collection/processing of curricula/vacancies and relative databases; setting up of online services and self-consultation facilities. Please see the following paragraph for information about the organisation of Conseil emploi and how it works. Back in 1999 ORBEM started to conduct an in-depth review of the intensification of partnership coordination. This review led to the creation of a project to set up a network of ORBEM partners and, in a second moment bring in all operators working in the field of employment, training and integration. The goal is to promote the complementarity of available energy and establish better communication between all the actors working in this area. Complementarity must also be pursued in integration schemes, as defined within ORBEM, along with access to vacancies or simplification and reduction of operators’ administrative workload.
Performance indicators (2002)
- Number of jobseekers registered per year: the average stands at 77,526 unemployed people in search of work, 54,969 of whom receive total benefits.
- Number of job offers registered per year: 11,205 job offers submitted to ORBEM.
- Average duration of matching supply/demand (number of days from first contact to recruitment): 61 days.
- Number of jobseekers/employers who benefited from the information provided by the vacancy database’s self consultation facilities.
- 6,533 entries – 5,189 CVs and 1,833 offers; 54,000 requested information about vacancies.

B.2 Increase workers’ employability and prevent long-term unemployment
All the job offers received by ORBEM are handled by the Conseil emploi service which checks the offers’ conformity from a legal viewpoint, contacts the company and negotiates the applicable criteria, where necessary, and selection and presentation of job candidates. If a company fails to find a suitable candidate due to the specific nature of the position, Conseil emploi will suggest the organisation of individual on-the-job training.

The main task of the information service for businesses is to promote ORBEM services among employers in the Brussels-Capital region. ORBEM’s Conseil emploi service has been operational since 1989 and expanded quickly as a result of the rapid development of the labour market and mediation. Since 1999 ORBEM’s Conseil emploi service has been organised according to two areas of action. The first involves personalised management of integration schemes for jobseekers while the second focuses on services for employers and managing employment offers. The goal is optimal management of the interests of jobseekers and employers and matching of labour supply and demand. The service provides guidance to jobseekers through to integration in the workplace and establishes contacts with businesses. The service is available in four locations which bring together a group of professional sectors: technical professions, office work, socio-cultural jobs, HoReCa (hotels/restaurants/cafés) and the tertiary sector. Employment consultants work in the area of integration scheme management, offering their services to those looking for work. To this end they draft a professional report and in some cases carry out screening which, at a later date, will make it possible to offer the jobseeker better advice with regard to the steps to be taken. Three possible solutions have been advanced: taking on of the jobseeker’s candidacy at the moment of selection procedures for job offers fitting his profile; steering jobseekers towards measures which guarantee to help “make up for” technical or any other shortcomings and achieve the professional project; steering jobseekers towards more long-term action including guidance which makes it possible to solve problems over a period of time.

Performance indicators (2002)
- In 2002, Conseil emploi dealt with 83,128 jobseekers out of an annual total of
approximately 135,000 jobseekers who request assistance from ORBEM. The service received 11,250 job offers (with relative details of positions) (-23.7% compared to 2001).

ORBEM’s *Flanking service* was set up in 1992 as a result of a cooperation agreement involving the federal state, regions and communities that was duly extended and renegotiated taking into account the problems that arose. For some years now the flanking service has targeted young people. With regard to the integration scheme for young jobseekers working to achieve a first employment convention, the flanking service is mainly targeted at jobseekers under the age of 25 who have left school less than 3 months ago, have been registered with ORBEM for a maximum of 3 months and do not have a higher teaching diploma. As a result of the most recent cooperation agreement which includes a series of applicable rules in the event of a lack of young people belonging to the target group, the service has been made accessible to all jobseekers under the age of 25 with no limits as far as the level of education is concerned. Jobseekers are presented with a variety of solutions: active job search, in-depth careers guidance, vocational guidance, professional training. Jobseekers confirm their choice by signing an integration (flanking) agreement and subsequently attend a personalised consulting session with a consultant every month. At the end of this flanking period which lasts for four months on average, an assessment is performed. In 2002, a total 6,028 jobseekers signed an integration agreement. It must be remembered that these young people have been unemployed for no longer than 3 months. The socio-professional integration programme which forms part of the partnership with CPAS (public social aid centre) has been up and running since 1991 and has been co-financed by the ESF since 1994 within its Objective 3 for the Brussels-Capital Region. This programme provides for the introduction of personalised socio-professional integration schemes for individuals receiving aid (income support or social aid corresponding to income support and additions to income support) and primarily for the 18-45 age bracket. Given that the schemes in question are socio-professional integration schemes, the individual who embarks on such a scheme must do so voluntarily, possibly following an ongoing preliminary process of remotivation and incentivation. The following are the typical phases of an integration scheme:

- **Phase 1:** Definition of a socio-professional integration project and integration preparation which may consist in collective/group remobilisation, determination, etc.;
- **Phase 2:** Pre-training (basic training, refresher training);
- **Phase 3:** Qualifying training;
- **Phase 4:** Workplace integration (organisation of group work in addition to individual guidance (e.g. tables d’emploi, group modules adjusted for job searches …)).

This measure makes use of the support provided by the ESF’s Objective 3 programme for the Brussels-Capital Region. The socio-professional integration programme as part of the partnership with no profit associations, linked work and training centres and local
missions is included among regional activities and aims to help jobseekers find or re-find employment within the coordinated socio-professional integration programme. The aim of the programme is to offer a guide to disadvantaged or under-qualified jobseekers through socio-professional integration schemes which comprise hospitality, professional project definition, pre-training, qualifying training and workplace integration. The number of long-term unemployed benefiting from this measure can be estimated at approximately 54%. Therefore from 1998 on the coordinating partners have been responsible for receiving the local public and steering jobseekers who are non-registered with ORBEM towards an integration scheme. The long-term unemployed who make use of this measure can be estimated at approximately 100%. Set up in 1991, the *active job search* network aims to provide jobseekers with all the tools needed to search for employment with the aim of optimising results. To this end the active job search network (RAE) provides for all partners to use the same methodology, offer the same services and allow candidates to move around inside the network. The network is formed of a central workshop located at ORBEM’s headquarters and a network of RAE partners (eleven general partners and six partners catering for specific users (e.g. disadvantaged jobseekers due to medical conditions or disabilities, individuals looking for employment after a term of imprisonment resulting from a court sentence…). There are four programme formulas ranging from group action lasting five weeks combined with a consulting session once a week for five weeks to a formula of individual modules focusing on a technical aspect specific to job searching and on access to a controlled search area (inside ORBEM). This measure benefits from the support of the ESF Objective 3 programme for the Brussels-Capital Region. It is estimated that 42% of beneficiaries are long-term unemployed. Set up in 1992, ORBEM’s socio-professional guidance service (Service de Guidance Socioprofessionnelle - SGSP) is targeted at jobseekers that are “difficult to employ” and hence in need of flanking which is suitable for their specific difficulties (long period of unemployment, few or no qualifications, people without resources, young migrants, …). This action fits into the integration programme included in the framework of the ESF’s Objective 3 programme for the Brussels-Capital Region. Often individuals looking for work experience more than one difficulty of this type and this involves multidimensional assistance and a methodology focused on the individual. These activities are incorporated into an integration scheme split into four stages: pre-professional, pre-training, training and workplace integration - and performed as part of an overall guidance and flanking process. The integration scheme is personalised and modelled through a relationship of trust between the consultant and jobseeker – a measure which aims to make the latter responsible for his own project and increasingly independent in the steps to be taken. In 2002, 25% of those who benefited from socio-professional guidance services had been looking for employment for more than 24 months. The social consulting service featured within the socio-professional guidance service aims to find a suitable job for individuals who are looking for work but are less qualified or have great difficulty in resuming a regular professional activity (see point 3.5 for a more detailed description of the service).
In 2002, 294 of 852 jobseekers who used the service had been unemployed for more than 12 months. While the aim of the professional transition award established in 1994 is to bestow an award on private companies (with a maximum of 250 employees) and no profit associations with registered or operating office in Brussels and not managed or financed in a substantial way by the public administration, that hire young people as part of a training-employment agreement and specific categories of jobseekers (including under-qualified workers) offering professional on-the-job training approved by ORBEM. This measure is co-financed within the ESF’s Objective 3 regional programming. A little over 10% of the beneficiaries of the professional transition award are long-term unemployed. Tutoring has the aim of promoting the integration of one or more workers undergoing training by a member of the company responsible for this task and known as the tutor. The company must meet the criteria for a medium-sized company (economic expansion laws). Workers undergoing training are jobseekers hired under the “professional transition award”, training-employment agreement (A.R. 495) or a integration programme comprising training (ORBEM partnership). Given that it receives the support of the ESF’s Objective 3 programme, the training of integration representatives concerns CPAS integration programme officers, socio-professional guidance service officers and officers in charge of implementing Active Job Search Modules. If need be other officers working in the integration area could benefit from training courses. The training programme is put together by designing courses in relation to officers’ specific requests. As far as CPAS integration officers are concerned, the aim is to facilitate the work of officers involved in the CPAS Programme. As a result the network is a place to exchange information both with regard to social or labour regulations and new measures concerning socio-professional (re-)integration. As far as socio-professional guidance service officers are concerned, training aims to prepare officers to deal with specific situations (e.g. drug addiction problems) or to improve the general working conditions (e.g. training for listening…). Coordination of officers in charge of implementing Active Job Search Modules aims to ensure customers that an identical methodology is used inside all the network, distribute as much as possible information regarding the RAE partners’ activities, guarantee the training of new RAE counsellors with regard to the methodology used, and be responsible for scheduling activities. Chèque-langues (language cheques) allow those looking for work to more easily find jobs for which their language skills would not be sufficient. Should they be given the job, ORBEM undertakes to completely cover language-training costs (solely with regard to French, Dutch, German or English). Approximately 66,885 long-term unemployed jobseekers have received personalised advice. The number of long-term unemployed integrated into the workplace is estimated at approximately 22,000 based on a 2002 administrative database.

B.3 Encourage workers over the age of 50 to extend their working life
Within the framework of unemployment reabsorption programmes, one of the most important to be noted is the one regarding “Agents contractuels subventionnés” (ACS).
These are jobs subsidised totally or partially by ORBEM in the form of an award. Partial exemption from social security contributions paid by the employer is also provided for. The eligibility criteria for jobseekers over the age of 40 are less stringent. While the conditions to access an ACS position (general rule) require individuals to be registered as unemployed jobseekers for a minimum six-month period, individuals over the age of 40 can call upon one day of total unemployment with payment of the relative allowance or be entitled to social security benefits. At the present moment this measure represents the main employment measure in the Brussels-Capital Region. At 31/12/2002 approximately 1,900 individuals over the age of 45 held an ACS position (equal to 31.5% of the total positions). Professional transition awards: a company or no profit association (maximum of 250 employees) can receive a professional transition award over a 12-month period if they hire a jobseeker from a specific category and guarantee a minimum of 240 hours of training. Jobseekers over the age of 45 cannot benefit from this award if they have a diploma, certificate, or other similar higher education qualification. If jobseekers are over the age of 55, the only condition is to be unemployed. The condition regarding the minimum length of unemployment does not apply for jobseekers over the age of 45. As part of the law regarding the reconversion of people aged over 45 in the event of dismissal, ORBEM’s outplacement service has devised a specific flanking method. In 2002, 33% of workers who used the service were at least 45 years old. 36% were employees and 49% freelance workers. The number of unemployed jobseekers over the age of 45 who received personalised advice was estimated at 10,982.

B.4 Promote and increase the employability of women

Care of the children of those looking for work through ORBEM’s Maison d’Enfants and the partnership is organised for children aged 0 to 3 of specific jobseekers. Its aim is to allow jobseekers to take the action needed within their integration scheme (job search, taking part in an active job search workshop held at ORBEM’s offices, starting a new job,…). The network comprises 17 partner nurseries. Open since 1992, ORBEM’s Maison d’Enfants (Childcare Centre) allows jobseekers to break out of a vicious circle. In order to take part in a module (active job search workshop, socio-professional integration…) individuals need to leave their children with a care facility but in order for children to be included on a facility’s waiting list, the parents need to show they have a regular employment contract. In addition to ORBEM’s Maison d’Enfants (a childcare centre which has celebrated its tenth birthday) the network includes ten partner crèches. The network was set up in 1993 with the authorisation of the National Department for Children. Consequently some crèche places (for a maximum of 3 months) and some nursery places are made available to jobseekers who have to deal with an increasingly difficult situation which sees a lack of care facilities for children aged 0 to 3. The availability of childcare facilities aims to get round the obstacles in the jobseekers’ integration process. When the individuals in question find a job, they can make use of a flanking service which allows for a quick shift to normal care facilities. In 2002, Maison
d’enfants looked after 320 children (213 under the nursery system) while the network of partner nurseries took in 141,131 jobseekers (93% of whom were women) who made use of the crèche facilities. 74 jobseekers (87.8% of whom were women) made use of the nursery facilities. The number of unemployed women looking for work who benefited from personalised advice is estimated at 43,814. In 2002, the number of vacancies filled by women rose to 4,287. In 2002 the estimated number of women integrated into the workplace was approximately 27,000 based on administrative database figures.

B.5 Promote and increase the employability of people with disabilities
ORBEM’s social consulting service has the task of finding suitable jobs for disabled jobseekers or those with serious difficulty in finding regular professional employment. The term suitable job is used to mean a professional activity which best meets jobseekers’ aspirations, physical abilities, professional skills and experience. The social consulting service works with the traditional tools of a public employment service: access to job offers, information about professions, the availability of a health service for all jobseekers. Thanks to its specific nature it has developed along with other institutions an adapted guidance methodology (taking into account the jobseeker’s family and/or running of its daily life). One employee of this service knows sign language. A partnership network was set up with some organisations specialised in healthcare or in relation to a specific disability. The partner offer jobseekers that are disadvantaged due to health conditions or that have served a term of imprisonment resulting from a court sentence, guidance which combines hospitality, definition of professional project, pre-training, qualifying training, integration and often advice about possible employment. Increasing professional environments’ awareness in view of negotiating conditions regarding the duties or job forms an important part of the partners and social consulting service’s work. The direct labour action service (Service d’intervention directe sur l’emploi - SIDE) aims to allow specific individuals suffering from exclusion to access employment in the form of open-end employment contracts. SIDE consultants use a specific methodology which focuses on analysing the employer’s real workforce requirements on the one hand and on detailed knowledge of the jobseeker’s profile on the other in order to define the latter’s position with regard to the job offer. SIDE’s methodology is designed and adjusted in relation to two targets – on the one hand jobseekers who have submitted asylum applications and on the other under qualified jobseekers (holders of primary education certificate at the very most) and/or those with mental handicaps.

B.6 Promote and increase the employability of workers who make use of subsidies
Set up in 1998 the professional transition programme (PTP) aims to offer specific categories of jobseekers the chance to improve their position on the labour market and acquire professional know-how and experience by using the on site flanking measures and taking up the offer of professional training. In this way these programmes favour the move towards a regular employment contract. Workers are employed to perform socially
useful activities which meet society’s collective needs and which cannot be sufficiently covered by the regular labour circuit. In short the agreed programmes include activities connected with the Quartiers d’initiative programmes, safety and prevention contracts, French language teaching, security and conviviality and social integration. The training of integration officers concerns CPAS programme integration officers, SGSP officers and offers in charge of implementing Active Job Search modules. Some of these officers are workers who entered into a contract as part of an unemployment reabsorption programme.

B.7 Support and guide businesses with regard to recruitment and developing human resource activities
As stated above employers refer to the Conseil Emploi service to obtain information regarding the legal, fiscal and administrative aspects of the labour market. The Forum d’informations can also be considered a source of multiple information. The main task of the “service for businesses” is to keep businesses informed about the specific characteristics of the Brussels labour market, ORBEM’s services and the help available with regard to employment. By way of example in 2002, 1,979 companies received a visit from the service. A third of BCR’s 33,000 companies can be considered ORBEM customers. The direct labour action service (SIDE) (described in detail at point 3.5) has devised a specific methodology which focuses on analysing employer’s real workforce requirements on the one hand and on detailed knowledge of the jobseeker’s profile on the other in order to define the latter’s position with regard to the job offer received.

B.8 Promote more extensive geographical and professional mobility
EURES (European Employment Services) forms part of the network which includes all public employment services (PES) inside the European Economic Area. Its aim is to provide all jobseekers with useful information regarding employment (and living) opportunities and conditions in other European countries. Moreover EURES enters its job offers into the central European database. Three full-time employees run this service. In 2001, 7,012 jobseekers were provided with information, 88 found employment and 156 offers were added to ORBEM’s job offers. In 2001 the “Eurodyssée” young people’s exchange programme was approved which aimed to allowed young jobseekers aged between 18 and 30 the chance to take part in an internship in a company in another country and to perfect their skills with regard to the language of the country in question for a 4 to 7 month period. The project is organised together with the Ministry of the Brussels-Capital Region. In 2002 48 young people (20 males and 28 females) and 41 companies took part in this programme. It must also be noted that the service also helped organise internships for 24 young foreigners.

C. MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS
At point 1 above it was noted that ORBEM’s management system is split into four types
of complementary activities – proactive management of human resources, diversification and expansion of activities and modernisation of communication techniques. As part of its desire to constantly improve the quality of its services, ORBEM conducts a customer satisfaction survey (jobseekers and employers) every two years. The answers are assessed on the basis of knowledge of ORBEM’s service, use of the service and customer loyalty.

D. “COEXISTENCE” MODELS
ORBEM is a jointly managed, public interest institution. The term “joint management” means that representatives of employers and workers are responsible for managing its bodies in accordance with specific rules and jointly with the political powers. They define approaches and activities to be carried out, supervise correct performance of activities and distribute financial resources. ORBEM’s partnerships with external partners working in the socio-professional integration sector to improve and expand the services offered to specific categories of jobseekers throughout the region have been described in depth at point 1. The project set up by ORBEM’s partners meets the goal of promoting complementarity of available energy and establishing better communication among all actors working in the area.

E. WORKING WITH OTHER ACTORS
The partnership with private employment services under the new decree regarding the organisation of combined labour market management was described above. Combined action of the public employment service (ORBEM), private employment agencies (temporary employment agencies, offices in charge of staff selection) and local operators in the field of socio-professional integration (no profit integration associations, public social aid centres, local missions and linked teaching and training centres) was founded on this base. The mission of this concertation platform involving the above actors will be to promote partnerships among operators, formulate government proposals with regard to labour market organisation and the definition of practical management methods and also to ensure there is no form of discrimination on the labour market.

F. COMPUTERISATION OF DATA PROCESSING AND SUPPLY OF ONLINE SERVICES
Since 1996 young people who have completed their studies have been able to use Internet to register as jobseekers with ORBEM. This registration method can also be used by accessing the Intranet area made available to jobseekers at ORBEM offices. ORBEM has had a website since 1997 and it provides information about available services and the employment situation in the Brussels-Capital Region. Moreover the site allows jobseekers to consult the available offers and enter their CVs so that companies can view said CVs and in turn enter their job offers. Access to this site will be expanded during 2003-2004 to offer all jobseekers the chance to register. The process by which employers give notice of job offers will also be facilitated by improving the tool’s interactivity in order to allow jobseekers to edit their address details or make other administrative
changes or ask for a certificate if need be. Running of the local employment platform network, to be set up in various phases during 2003 and 2004, will change the everyday work of ORBEM and its partners (public, local or private institutions and associations). The aim is to allow jobseekers to complete administrative paperwork without having to visit an ORBEM consultant personally and to access other job offers managed by ORBEM by making available a set of interactive tools such as the “online self-consultation” service. At the same time employers will benefit from greater access to services thanks to the fine tuning of specific tools adjusted to meet their requirements.

G. INTERNATIONAL COOPERATION BETWEEN DIFFERENT STATES’ PUBLIC EMPLOYMENT SERVICES
ORBEM is a member of the network of public employment service management officials as well as the EURES network.

H. MAIN TRENDS OF POLITICAL/REGULATORY FRAMEWORK
A draft decree is currently under review which should grant ORBEM a separately managed service which will allow it to act more incisively on all the segments of the labour market including charged services: outplacement, temporary work, selection by companies. A joint committee will be responsible for this separately managed service. As mentioned earlier, the setting up of the local employment platform network aims to ensure a better service for jobseekers and employers, facilitating cohesion and coordination among various programmes (federal and community) with regard to employment matters including integration, and developing partnerships and communication between all actors in the field of socio-professional integration. Lastly the measure also fits into the logic of simplifying administrative procedures and bringing the administration and customers closer together. In short this network aims to grant operator partners (no profit partners, group members and in the future private employment agencies) access to ORBEM’s database (IBIS) so as to allow them to enter, view and edit data related to jobseekers, employers and job offers, in compliance with the conditions and within the limits of the agreements entered into with ORBEM. The operations allowed can range from hospitality to workplace integration, with checking and validation of paperwork by ORBEM (including the job request entry) if need be, depending on the type of partner and area of activity. The setting up of the network cannot be separated from the new IT and communications techniques it is based on. Said techniques do not only concern IT applications but also computer security, connection engineering or multimedia and the development of a secure website and online consultation of complete, updated information on legal and regulatory matters related to employment, training and socio-professional integration which makes it possible to provide fast answers to customers’ questions.
3.4 Denmark

GENERAL INFORMATION (2002)

Population (thousands of units) 5,339
Population of working age (15-64, thousands of units) 2,684
Per capita income index (PPP) 112.3 (EU=100)
Activity rate 79.6%
Employment rate 75.9%
Unemployment rate (15-64) 4.5% men 4.4% women 4.6%
Long-term unemployment rate 0.9% men 0.8% women 1.0%

Name of employment service Arbejdsformidlingen (AF) which the national labour market authority (Arbejdsmarkedsstyrelsen, AMS) is directly responsible for.

Area covered Denmark is divided into 14 regions served by the Danish public employment service (AF).

Chief executive Marie Hansen

Contacts (email, telephone, fax) Head: Leif Christian Hansen - email: lha@ams.dk
Tel. +45 35 28 84 11 - Fax: + 45 35 36 24 11

Address Holmens Kanal 20, P.O. Box 2150, DK-1016 Copenhagen K - Denmark

Websites www.ams.dk - (National labour market authority)
www.af.dk (Arbejdsformidlingen - public employment service)

A. ORGANISATION OF EMPLOYMENT SERVICE

The Danish public employment service (AF: Arbejdsformidlingen) is currently undergoing extensive changes as provided for by the introduction of the new labour market reform called “More People at Work”. Said reform will have wide-reaching consequences on its modus operandi and on the ways in which the services are provided such as greater involvement of external actors, and increased working together and integration of AF and employment policies with the local authorities, and in particular the municipalities. The aim is to achieve a system based on greater involvement of external (private) actors. The structure of AF comprises three levels of management:

- Regional manager (one in each of the 14 regions);
- The level immediately below this features three managers for each region: administration manager, labour market department manager and the head of secretariat of the labour market council;
- The third level includes district managers. The number of “working districts” differs from region to region for a total of approximately 100 districts.

The key element of the new “More People at Work” labour market reform is closer working together and integration of the activities performed by AF and the municipa-
To this end a mutual training programme for AF and municipality staff is currently being drawn up. The number of staff of 271 municipalities working on employment policies and programmes totals approximately 10,000. The staff is divided as follows in relation to the type of service provided: (absolute values are shown in brackets):

- placement: 21% (440);
- services for businesses: 12% (252);
- careers guidance: 9% (188);
- individual work plans/employment programmes: 28% (586);
- labour market council services, analyses, statistics, special groups 8% (188);
- management and administration: 22% (460);
- total: 100% (2114).

Main services offered by the public employment service

AF’s areas of responsibility are approved under the Law on Active Labour Market Policies and fall into three main categories:

- Services provided to individuals looking for employment or education/training
  Unemployed people have the right-duty to play an active role on the labour market and improve their employability. An individual work plan jointly drawn up by the unemployed person and the public employment service forms the point of departure for additional measures to be taken.

- Services for businesses – AF provides a variety of services to private and public companies. The so-called product pack comprises four standard products (placement activities, fast placement, open placement and education/training guidance).

- Labour market monitoring - The aim of monitoring is to gather information about and forecast labour market developments for the purposes of labour market policies.

Performance of the above tasks is the result of extensive contacts and close working with the social partners, businesses, external actors, municipalities and national labour market authority (AMS). The 271 municipal administrations are in charge of employment policies for those entitled to cash benefits. All businesses and individuals looking for employment can freely access AF’s databases containing job offers and curricula (www.jobnet.dk) which allow them to make selections and offer the chance for businesses to get in touch with jobseekers and vice versa. All unemployed people (AF and municipalities) are entered in the curricula database.

Number of public offices: 14 regional offices and approximately 100 local units.

Approximate number of users (2002):

- approximately 1,000,000 people looking for employment;
- approximately 55,000 visits to companies.

In 2002 AF drew up approximately 200,000 individual work plans (including new plans and updates).
3.5 Germany

GENERAL INFORMATION (2002)

| Population (thousands of units) | 81,574 |
| Population of working age (15-64, thousands of units) | 54,875 |
| Per capita income index (PPP) | 99.6 (EU=100) |
| Employment rate (15-64) | 65.3% |
| Activity rate | 71.5% |
| Unemployment rate | 8.6% men 8.7% women 8.3% |
| Long-term unemployment rate (LTU) | 4.0% men 3.9% women 4.1% |

Name of public employment service: Bundesanstalt für Arbeit

Director (or other manager(s)): Florian Gerster

Contacts (email, telephone, fax, address): Regensburger Straße 104, 90478 Nurnberg, Germany +49-911-179-0 - Fax: +49-911-2123

Website: www.arbeitsagentur.de

No. of local offices (per region/province):
1 head office, 10 regional employment offices, 181 employment offices (with 60 outlying branches), 14 specialist offices with central and supraregional powers (such as, for example, the “Federal Higher College for the Public Administration”, etc.)

Users

Staff: Approximately 90,000 employees
Young people looking for apprenticeships and other categories of users: Approximately 7 million
Registered vacancies (month/year): 485,153 (most recent available figures as at 9/2001)

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS

According to its articles of associations the German public employment service is an independent, administrative institution regulated by public law. From March 27 2002, the institution’s internal board of directors - formed of members who do not receive fees and a Chairman who acts as head of the board – was replaced by a full-time executive committee formed of three members. The make up and powers of the board of directors were changed in 2002.

Main tasks and guidelines

The federal employment service (Bundesanstalt für Arbeit - BA) is responsible for performing the tasks set forth in Book III of the Social Security Law (Sozialgesetzbuch – SGB III), i.e. placement, apprenticeship, employment promotion, job creation schemes, disclosing information about the labour market, professional guidance and consultancy as well as management of unemployment insurance. It is also in charge of family benefits
and fighting against misuse of the social security and benefit system and against undeclared employment.

**Services for individuals and businesses: summary table**

<table>
<thead>
<tr>
<th>Labour market partners</th>
<th>Training market partners</th>
<th>Rehabilitation partners</th>
<th>Regulatory responsibilities</th>
<th>Family benefit recipients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information</td>
<td>Information</td>
<td>Information</td>
<td>Information/education</td>
<td>Information</td>
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<tr>
<td>Consultancy</td>
<td>Consultancy</td>
<td>Consultancy</td>
<td>Fight against misuse of the social security system and against undeclared employment</td>
<td>Consultancy</td>
</tr>
<tr>
<td>Placement</td>
<td>Professional guidance</td>
<td>Professional guidance</td>
<td>Family benefits</td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td>Training placement and filling of vacancies</td>
<td>Placement</td>
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<tr>
<td>Employment stabilisation</td>
<td>Employment stabilisation and training contracts</td>
<td>Employment stabilisation and training contracts</td>
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<tr>
<td>Employment promotion</td>
<td>Employment promotion and training contracts</td>
<td>Employment promotion and training contracts</td>
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<tr>
<td>Start up subsidies</td>
<td>Unemployment benefits and allowances</td>
<td>Start up subsidies</td>
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<tr>
<td>Unemployment allowance</td>
<td>Benefits and allowances</td>
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<tr>
<td>Benefits for employers</td>
<td>Professional skills</td>
<td>Other tasks in compliance with the “law on people with disabilities”</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Services for other users**

In addition to the external services shown in the table above, the BA is legally obliged to carry out the following:

- analysis of conditions and trends in the employment sector and labour market;
- monitoring of effects of own employment promotion activities;
- updating of labour market statistics;
- studies on professions and the labour market (conducted by IAB, the institute of labour market and training development research).

At the end of each tax year, every public employment service office draws up a result
assessment report (Eingliederungsbilanz) with regard to its discretionary employment promotion activities. Each report contains information about funding, the groups involved in support activities and the success of employment promotion activities. A series of other administrative activities such as control of work permits, laws on the fight against undeclared employment, temporary employment regulations and international placement of workers form part of the local and regional employment offices’ areas of responsibility.

Self-consultation
BA holds a top position among online job vacancy databases. BA’s website www.arbeitsamt.de is the main site dedicated to employment in Germany. Self-consultation services for obtaining information about vacancies and training opportunities are provided at all employment service offices as well as via Internet. Said services include: a vacancy database (SIS) for jobseekers, an information system for employers (AIS), a database featuring training opportunities (AISS) and a series of specialist databases for specific segments of the labour market such as managerial staff, start up specialists, engineers, etc. A system providing information about training and professions was set up recently and a series of projects to support the placement process were launched such as an employment agency which carries out an automated search of jobseekers and puts forward the most suitable candidates for a specific position. The “Virtual labour market” project (winner of the 2001 eGovernment award), which guarantees a wide range of online service for all members of the labour market, will be implemented in the short future.

Unemployment allowance/social security allowances
The Bundesanstalt für Arbeit is in charge of employment and unemployment insurance. The local employment offices represent “one-stop counter” prototypes.

Competition/Working together
Both private and public employment agencies have existed since liberalisation in 1994. Recently the two sectors have started to work more and more closely. A general agreement was reached between the BA and temporary employment agencies on the principles regulating the exchange of information about vacancies and jobseekers. Since the introduction of paragraph 37a of SGB III in 2001, the BA has been entitled to delegate the placement of specific target groups to private agencies. Private employment services have no longer been obliged to request authorisation from BA in order to operate since March 2002. In fact from that date on private agencies have been authorised to ask for payment from jobseekers (up to a maximum amount of 2,500 euros). Unemployed individuals entitled to benefit and registered with public employment offices receive a voucher (Vermittlungsgutschein), which allows them to make use of a private employment service of their choice, after a period of three months from when they lost their jobs. Should a private employment service be successful in finding employment for
an unemployed individual, it is entitled to an agency fee equal to the value of the voucher which can range from 1500 to 2500 euros depending on the length of unemployment.

Current organisational goals

BA’s goal is to become the “number one labour market contact”. To this end it adopted a set of guidelines regarding management and working together some years back. In 1998 a series of new organisational tools called “Employment office 2000” and “Performance-oriented management of BA” were introduced. The aim of applying the “Employment office 2000” concept (which was introduced in 1998) consists in converting all local employment offices to a new organisational philosophy which focuses on four objectives:

- customer-oriented services;
- productive supply of services;
- effective supply of services from a cost/benefit viewpoint;
- promotion of customer satisfaction and fulfilment (customer referring to employers and employees).

Integration and decentralisation represent key elements of this type of organisation. Generally speaking integrated management of customers’ needs must focus on striking a perfect balance between the four organisational objectives. The “Employment office 2000” project aims to achieve the shift from a department-based organisation to a customer-oriented team set-up. The basic idea is to cater for customers’ various needs in the most complete way possible within a more welcoming framework built on small teams of workers. Another aspect of the reform introduced by “Employment office 2000” is the “performance-oriented management of BA” which aims to achieve a set of goals:

- decentralisation of responsibilities;
- determination of own position by comparing performances;
- result-oriented management using negotiated objectives;
- customer-oriented work processes;
- promotion of involvement and greater qualification of employees;
- the goals of decentralisation of responsibilities, performance comparison and a customer-oriented approach will be pursued above all by using four surveys focusing on tools-customers.

In 2002 the government presented a two-phase reform programme to promote further modernisation of the public employment service. The first phase of transforming BA into a “service organisation”, restructuring the tripartite executive committee and revoking the obligation for private employment services to obtain authorisation was implemented in April 2002. The second phase consisted in establishing a commission of specialists (Hartz Commission) on “modern labour market services”. The aforementioned commission published its report on August 16 2002. The BA is currently undergoing extensive reorganisation.

Organisational set-up
The **BA** is run by a 3-member Board of Directors (**Vorstand**), a tripartite executive committee (**Verwaltungsrat**) formed of an equal number of representatives of employees, employers and the government (21 members) who control the Board of Directors. There are three categories of offices: 181 local employment offices (**Arbeitsämter**) with approximately 660 outlying branches (**Geschäftsstellen**), 10 regional employment offices (**Landesarbeitsämter**) and a head office (**Hauptstelle**) in Nurimberg.

**Employees**

In 2001 the number of employees totalled approximately 90,000. **BA** is financed for the most part through the contributions of employees (50%) and employers (50%).

**Finances**

In 2001 spending on active labour market measures amounted to 42.9 billion deutschmarks (equal to 21.5 billion euros). Employment offices paid out 48.2 billion deutschmarks (equal to 24.2 billion euros) in allowances (Arbeitslosengeld) to unemployed individuals as part of its unemployment insurance scheme. An additional 25 billion deutschmarks (equal to 12.6 billion euros) of unemployment allowance (Arbeitslosenhilfe) were paid to unemployed individuals looking for employment. The unemployment allowance is an allowance to substitute wages based on needs and financed through federal funds and not through the **BA**’s budget.

**Main services provided**

- information (not only about vacancies/jobseekers but also on current labour market developments and forecast developments, initial training programmes and specialisation courses, etc.);
- placement;
- guidance and consultancy; support/assistance;
- management/distribution of unemployment allowance and/or other types of assistance;
- management (and financial support) of “public social assistance projects”;
- supervision during job searches and/or during the hiring process, etc.

**B. SPECIFIC GOALS/PRIORITIES AND TARGETS OF PUBLIC EMPLOYMENT SERVICE AND PROVISION OF RELATED SERVICES**

**B.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand**

Through wide-reaching use and diffusion of information (about jobseekers, vacancies, professional training opportunities, etc.). The services provided are: matching of labour supply and demand; detailed information services for jobseekers and employees; improvement of labour market dynamics and matching of supply and demand; collection/processing of curricula/job offers and relative databases; acceleration of supply
and demand dynamics.
Performance indicators (2002)
• Number of S/D contacts through public employment service/total number of vacancies. Inflow of vacancies: 3,718,074.
• Inflow of vacancies in 2003: 2,750,000.
• Number of jobseekers (total area of potential users): approximately 5 million (see above).
• Average duration of matching supply/demand (number of days from first contact to recruitment): 6.9 weeks.

B.2 Increase workers’ employability and prevent long-term unemployment
The services provided are: improvement of workers’ skills by providing professional training for the long-term unemployed; prevention of the exclusion of the long-term unemployed from the labour market; personalised, customer-oriented consulting services; optimal use of workers’ skills and employability during entire working life.

B.3 Support and guide businesses with regard to recruitment and developing human resource activities
The services provided are: information, consulting services, help with looking for staff with high professional skills/qualified staff who meet the employer’s criteria.

B.4 Open the labour market to non-active categories and encourage workers over the age of 50 to extend their working life
The services provided are: professional training to promote the opening of the labour market to non-active categories and improve the employment opportunities on offer to them; information services, training and consulting services to encourage workers over the age of 50 to extend their working life.

B.5 Support, steer and improve the processes which lead to greater geographical and professional mobility
The services provided are: personalised services (CV preparation/information about vacancies/consulting services, etc.) aimed at encouraging workforce mobility by improving professional skills; information services (regarding legal matters, accommodation, etc.) aimed at providing support for workers looking for employment in a different national geographical area or abroad.

B.6 Improve and increase the employability of the weaker social categories
The services provided are: information services, professional training and consulting services for disadvantaged categories; personalised support/assistance and/or individual services for women.

B.7 Grouping and promotion of joint employment policies, both active and passive
The services provided are: distribution and management of benefits and allowances to jobseekers with the aim of promoting active job searches and encouraging demodulated, unemployed individuals to re-join the labour market.

**B.8 Support for the unmasking of undeclared and illegal employment**
The services provided are: information services (regarding legal, tax and administrative matters) in favour of companies and workers with the aim of encouraging them to get out of their current situation; information to encourage and promote the unmasking of undeclared and illegal employment.

**C. MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS**
*BA* is currently involved in setting up a “management by objectives” system (*contact management*).

**D. “COEXISTENCE” MODELS**
Thanks to an agreement entered into with the private employment services, the voucher system for individuals that have been unemployed for a period of more than 3 months allows said individuals to choose a private employment agency. The “Bundesanstalt für Arbeit” then pays a fee to the agency that succeeds in finding a job for the unemployed individual. A type of partnership also exists with the temporary employment agencies (including no profit organisations): *outsourcing* of “hiring out” responsibilities as part of the new PersonalServiceAgenturen (PSA) (temporary employment agencies).

**E. COMPUTERISATION OF DATA PROCESSING AND SUPPLY OF ONLINE SERVICES**
See above: placement via computer and internet: SIS and AIS.
*BA* is currently carrying out its “Virtual labour market” project which will allow for automatic matching of jobseekers and vacancies. Customer satisfaction assessment (e.g. customer loyalty indicators). These still have to be systemised on a regular basis, nevertheless implementation is planned for the future. *BA* boasts its own administrative and management bodies and federal higher college for the public administration.

**F. INTERNATIONAL COOPERATION BETWEEN DIFFERENT STATES’ PUBLIC EMPLOYMENT SERVICES**
*BA* belongs to the European Union’s PES network project known as EURES.

*Main forecast trends for the near future (summary table)*

<table>
<thead>
<tr>
<th>Goals (for 2003)</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prevention of long-term unemployment</td>
<td>Changes in long-term unemployment</td>
</tr>
<tr>
<td>Integration of the long-term unemployed into the labour market</td>
<td>Inclusion of the long-term unemployed in the world of work</td>
</tr>
</tbody>
</table>
Professional rehabilitation plans for people with disabilities | Average number of participants
---|---
Better employment prospects for women | Access to employment for women who have attended training courses
Integration of young people | Inflow of young people into long-term unemployment
Increase of market share | Filling of a specific number of vacancies
Better use of national employment potential | Employment in the tourism sector in all regions
Other (please state) | 

Reforms underway and additional programmes and/or proposals: In August 2002 the federal government approved 15 goals related to implementation of the Hartz Commission’s proposed strategy with regard to the labour market reform and transformation of BA into a modern service agency. The approved goals combine the measures set forth in the Hartz Commission’s strategy with the government’s political vision, as is the case with existing instruments such as the recent “Labour-AQTIV” law (introduced in January 2002). Legislative measures are being prepared and a committee of secretaries of state has been entrusted with keeping the cabinet up-to-date on how matters are progressing.

The Hartz Commission’s main proposals are as follows:

- To transform BA’s 181 regional offices into job centres and set up temporary employment agencies known as PersonalServiceAgentur (PSA) in the vicinity of employment offices. Any individual that is still without work after a period of six months of unemployment would be taken on by these agencies and “hired out” for short periods of time.
- In order to speed up placement and hence reduce spending on unemployment allowance, the Commission recommends that workers inform their employment offices upon receiving the letter terminating employment without waiting until they have actually been made redundant.
- To use BA staff to carry out more worthwhile tasks such as matching jobseekers with vacancies rather than using the staff to work out unemployment allowance percentages and offer assistance.

The government’s aim is to implement the Commission’s strategy at different levels of action, for example matching the unemployed and vacancies by:

- introducing job centres throughout the country;
- simplifying labour law by using advisory groups and introducing notification requirements with regard to dismissals and resignations;
- expanding the availability of childcare services;
- overturning the onus of proof in cases regarding unemployment allowance, and by introducing flexible penalties;
- promoting training and employment for young people;
developing a joint employment system with workers over the age of 50.
The establishment of effective, service-oriented facilities inside BA by:
- simplifying the instruments to promote employment and by strengthening the
  competition;
- merging unemployment allowance and social security benefits;
- organising workflows and control activities inside BA in a more efficient manner.
It is expected that the implementation of these measures will lead to the introduction of
additional, important conditions for the systematic use of existing employment
opportunities as well as to the reduction and prevention of unemployment, especially
long-term unemployment. Legislative measures will be introduced at the beginning of
2003 which will include major amendments to current legislation regarding employment
promotion (SGB III), other sectors of the Social Security Law and tax law. In the case of
measures that are secondary to laws, i.e. regulations, some implementation measures may
be introduced prior to the end of the term of office of the current legislature. Said short-
term objectives will include, for example, the establishment of 50 PSA in various cities by
the end of 2002 and the promotion of negotiations between the BA and social services
departments in order to set up a partnership. The Board of Directors of BA together with
the Executive Committee is currently drafting guidelines for future projects in all BA’s
areas of action based on the government’s proposal.
3.6 Greece

GENERAL INFORMATION (2002)

Population (in thousands of units) 10,373
Population of working age (15-64, thousands of units) 3,833
Per capita income index (PPP) 70.7 (EU=100)
Employment rate 71.4%
Activity rate 76.6%
Unemployment rate 10.0% men: 6.6% women: 15.0%
Long-term unemployment rate (LTU) 5.1% men: 3.0% women: 8.3%

Name of public employment service OAED, ΟΡΓΑΝΙΣΜΟΣ ΑΠΑΣΧΟΛΗΣΕΟΣ ΕΡΓΑ ΤΙΚΟΥ ΔΥΝΑΜΙΚΟΥ 
Office of Employment and Manpower

Director (or other manager(s)) Antonios Liatsos
Address Ethnikis Antistasis 8 str. GR-17456 Alimos, Greece
Contacts (email, telephone, fax, address) Tel. +30.21.09989000 - bl@oaed.gr
Website www.oaed.gr
Geographical area(s) covered Greece
Number of local offices (per region/province) 117 Employment Centres

No. of employees and external consultants/specialists OAED’s staff currently comprises 2,600 administrative employees and 1,900 contract workers. Furthermore 700 interns and 1,200 temporary staff worked at OAED offices during 2002.

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS
The public employment service in Greece owes its existence to decree no. 2961 of 1954 which led to the establishment of an “organisation for employment and social security to combat unemployment”, followed by decree no. 212/1969 which introduced the current OAED. Said decree also contained provisions regarding the organisational and administrative structure of OAED which were later integrated into Royal Decree no. 405/1971 which offered a detailed definition of OAED’s institutional responsibilities provided for by law. The essentially corporative nature of the Greek state and the industrial relations in force inside the country (until the restoration of democracy in 1974 and the end of the “colonels’ dictatorship”) meant that during its early years of existence the OAED failed to hold a truly independent role, capable of a critical analysis of labour market trends and taking on board policy proposals made by businesses and trade unions. In spite of this, when the country became a democracy once more no amendments were made to the law passed in 1971 for the following twenty years and therefore the OAED’s composition, organisation and mission remained the same. In 2001 Law No. 2956 on the
“Reorganisation of the OAED” created 3 new bodies inside the organisation with the aim of increasing flexibility and efficiency in employment policy implementation. Said bodies are: a) an “Observatory for Employment/Promotion of Research and IT” which has been operational since May 2002 and whose mission concerns labour market monitoring, data processing and analysis, production of indicators and IT support for the OAED and the following 2 bodies; b) a “Professional training institute”, which has been operational from the same date as above and whose mission concerns the implementation of professional training programmes for the unemployed centred on lifelong and continuing education; c) a “human resources support service” - the latter will be gradually replaced by a specific Department for employment promotion centres and the first institutional procedures already got underway in April 2003. The end result will be that the Department’s mission will be to create an efficient system for monitoring and obtaining data related to unemployment from the moment the unemployed individual registers with the OAED to completion of their reintegration into the labour market. As far as status is concerned the OAED is a institution regulated by public law operating under the aegis of the Greek Ministry of Labour and Social Affairs, run by an Executive Committee and Board of Directors. In particular the make up of the Board of Directors stands out for the fact that it is based on the principle of tripartite representativeness in accordance with a social and managerial model aiming at dialogue between the public party and the social partners in the role of stakeholders. Therefore, in keeping with said principle, the Board of Directors by law comprises:

- a Chairman (OAED General Manager);
- 2 Deputy Chairmen (appointed from the categories below);
- 5 government representatives;
- 4 trade union representatives (Greek Confederation of Workers), one of whom is generally appointed Deputy Chairman;
- 2 representatives of state workers’ trade union and OAED;
- 5 representatives of employers (Federation of Greek Industry, National Trade Confederation, Greek Confederation of Handicraft Workers), one of whom is appointed Deputy Chairman.

The Board of Directors is responsible for defining and implementing public employment and social security policies and for all matters which fall under the OAED’s sphere of responsibility, including approval of decisions regarding the LAEK (Special fund for employment and professional training). As far as the division and organisation of services throughout the country is concerned, the latter consist in a central administration department and regional services (split into regional directors, local services, employment centres, control rooms) which are located all over the country. The central administration department comprises General Directorates A and B which manage and coordinate their assigned tasks. The basic task of the directorates and services which report to General Directorate A is to plan, organise and provide the most important services on offer to the public such as the types of benefits (subsidies, etc.), training programmes and
employment. Said directorates and services are:

- directorate for professional training and guidance;
- directorate for apprenticeships and professional training for adults;
- directorate for training programmes and instruments;
- directorate for employment;
- directorate for social security;
- service for social groups (aimed at specific user target-groups).

B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE
The services provided are: mediation between labour demand (employers) and supply (jobseekers), placement; professional training; management/distribution of unemployment benefits and other forms of social protection, incentives and/or welfare projects; assistance for “disadvantaged” social groups.

C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF THE PUBLIC EMPLOYMENT SERVICE

C.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand
The main services provided are: offer/diffusion of detailed information services on various opportunities for jobseekers and employers, mainly through lists, self-consultation points, Internet and daily newspapers; collection/processing of curricula/job offers and relative databases; setting up of online services and self-consultation facilities.

C.2 Increase workers’ employability and prevent long-term unemployment
The services provided are: detailed information services; professional training for the long-term unemployed; promotion/offner of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); individual services and personalised consulting services/assistance/support. As far as professional training is concerned, the main activities organised by the OAED can be listed and described as follows:

- “initial training” which as forms of professional requalification includes apprenticeship (through professional and technical training centres and professional training institutes) and “continuing professional training” which consists in “training programmes for the unemployed” and “In-Work” programmes for employees in accordance with the national certification system (aimed at increasing the productivity of workers and the competitiveness of businesses);
- a specific pilot programme for the training and requalification of self-employed workers aimed at encouraging the transition from training to employment;
- programmes specifically targeted at individuals at risk of social exclusion or suffering from social exclusion;
• innovative integrated programmes and pilot projects as part of the community initiatives regarding action in favour of the registered unemployed and young people who have abandoned the education system;
• establishment and management of the LAEK (see above).

C.3  Encourage workers over the age of 50 to extend their working life
The services provided are: information about legislation, benefits and incentives aimed at encouraging workers over the age of 50 to remain on the labour market as part of the PR activities and leaflets detailing incentives for employers; personalised consulting services and activities.

C.4  Improve and increase the employability of women
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; personalised, customer-oriented consulting services/assistance/support; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); there are also specific in-company qualification programmes for working women.

C.5  Improve and increase the employability of people with disabilities
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); even if not specifically stated people with disabilities are included in all the public employment service guidelines concerning incentives; personalised, customer-oriented consulting services/assistance/support; local public employment service offices generally offer personalised advice in relation to specific problems.

C.6  Improve and increase the employability of workers who make use of subsidies
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

C.7  Support and guide businesses with regard to recruitment and developing human resource activities
The services provided are: information (about legal, tax and administrative matters); consulting services (about legal, tax and administrative matters, financial incentives to promote employment); help with looking for staff with high professional skills/qualified staff who meet employer’s criteria; professional training in line with the aforementioned requirements.
C.8  Promote more extensive geographical and professional mobility

The services provided are: information services (regarding legal matters, accommodation, etc.) aimed at providing support for workers looking for employment in a different national geographical area or abroad; personalised services.

D. MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS

- Management by Objectives.
- Total quality management system.
- Customer relations management which will be expanded especially with regard to relations with employers.
- Customer satisfaction assessment (e.g. customer loyalty indicators) through surveys conducted at regular intervals.

E. COMPUTERISATION OF DATA PROCESSING AND SUPPLY OF ONLINE SERVICES

Together with the “Observatory for employment/promotion of research and IT” (see paragraph 1), the OAED has started to develop a computerised system for entering and processing data used in “personalised support” for specific groups of users. Said system based on data related to people looking for re-employment on the labour market, was developed at the same time as the central computerised vacancy system, aimed at matching labour supply and demand, was implemented. Further perfection of the two computerised systems mentioned above should hopefully lead to the creation of a single IT system – the MIS (Management Information System) – by the end of 2004. Said system will be able to manage all the information related to the OAED’s 3 main areas of action (employment, social security and professional training).
3.7 Spain

**GENERAL INFORMATION (2002)**

<table>
<thead>
<tr>
<th>Population (in thousands of units)</th>
<th>40,292</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population of working age</td>
<td>16,155</td>
</tr>
<tr>
<td>(15-64, thousands of units)</td>
<td></td>
</tr>
<tr>
<td>Per capita income index (PPP)</td>
<td>86.1 (EU=100)</td>
</tr>
<tr>
<td>Employment rate</td>
<td>58.4%</td>
</tr>
<tr>
<td>Activity rate</td>
<td>66.0%</td>
</tr>
<tr>
<td>Unemployment rate</td>
<td>11.3%</td>
</tr>
<tr>
<td>men: 8.0% women: 16.4%</td>
<td></td>
</tr>
<tr>
<td>Long-term unemployment rate (LTU)</td>
<td>3.9%</td>
</tr>
<tr>
<td>men 2.3% women 6.3%</td>
<td></td>
</tr>
<tr>
<td><strong>Name of public employment service</strong></td>
<td>Instituto Nacional de Empleo (INEM)</td>
</tr>
<tr>
<td><strong>Address</strong></td>
<td>C/Condesa de Venadito n. 9, 28027, Madrid</td>
</tr>
<tr>
<td><strong>Contacts (email, telephone, fax, address)</strong></td>
<td>email: <a href="mailto:dolores.cano@inem.es">dolores.cano@inem.es</a></td>
</tr>
<tr>
<td><strong>Website</strong></td>
<td><a href="http://www.inem.es">www.inem.es</a></td>
</tr>
<tr>
<td><strong>Geographical area(s) covered</strong></td>
<td>Kingdom of Spain</td>
</tr>
<tr>
<td><strong>No. of local offices (per region/province)</strong></td>
<td>In 2001 INEM had 765 employment offices located throughout the country manned by 8,973 employees.</td>
</tr>
<tr>
<td><strong>No. of employees and external consultants/specialists</strong></td>
<td>Not available</td>
</tr>
</tbody>
</table>

A. **MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS**

- Administration of temporary employment agencies.
- End of state monopoly in employment sector. The state monopoly definitively came to an end in 1993 when private employment agencies and temporary employment agencies were granted authorisation to operate.
- Promotion of competition with regard to the services provided by the PES (privatisation, outsourcing, voucher-based system).
- Decentralisation.

In 1991 responsibility for professional training and employment was effectively transferred to the regions thus laying the foundations for the subsequent integration of services and facilities.

B. **GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE**

- Matching employment opportunities (demand) with jobseekers (supply), placement.
- Professional training *(the responsibility for which lies with the regions).*
- Management/distribution of unemployment allowance and/or other benefits”/“public social assistance projects”.
- Assistance for disadvantaged groups.
- Information and professional consulting services.
• Control and management of spending and aid for employment promotion.
• Free organisation of the national employment service at a national level.

C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF THE PUBLIC EMPLOYMENT SERVICE

C.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand

The services provided are: offer/diffusion of detailed information services on various opportunities for jobseekers and employers; collection/processing of curricula/job offers and relative databases; setting up of online services and self-consultation facilities; labour market analysis.

Performance indicators (2002)
• Number of jobseekers registered per year: 16,908,432.
• Number of job offers registered per year (2002): 2,632,744.
• Average duration of matching (No. of days from first contact to recruitment): the duration is extremely variable in relation to key parameters such as target-group and age hence a reference figure cannot be formulated.
• Number of employees specifically assigned to this task/these services (2002): 4,540.

It must be noted that as from 1995, employers are not obliged to communicate job offers to the PES.

C.2 Increase workers’ employability and prevent long-term unemployment

The services provided are: detailed information services; professional training for the long-term unemployed (it must be noted that following completion of the transfer of active policy management from the central administration to the regions, the regions are responsible for professional training); promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); customised services and personalised consulting services/assistance/support.

Performance indicators (2002)
• Number of long-term unemployed who took part in professional training projects (courses, initiatives, etc.): 24,350.
• Number of long-term unemployed who received personalised advice: no figure for the individuals in question is available, not even an approximate one, but rather a figure for the number of consulting sessions performed by INEM: 240,220 sessions.

C.3 Encourage workers over the age of 50 to extend their working life

The services provided are: information about legislation, benefits and incentives aimed at
encouraging workers over the age of 50 to remain on the labour market; personalised consulting services and activities; subsidies under the social security system in order to allow them to remain in the company; compatibility between part-time work and receipt of old-age pension; incentives to encourage individuals to remain at work past the age when they should retire.

Performance indicators (2002)
- Number of workers over the age of 50 who received personalised advice: the only available figures refer to individuals over the age of 25. In this case too no figure for the individuals in question is available, not even an approximate one, but rather a figure for the number of consulting sessions performed by INEM in 2002 which totalled 748,135.

C.4 Promote and increase the employability of women
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; personalised, customer-oriented consulting services/assistance/support; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.).

Performance indicators (2002)
- Number of women who took part in professional training activities in 2002: 105,172.
- Number of women who received personalised advice in 2002: no figure for the individuals in question is available, not even an approximate one, but rather a figure for the number of consulting sessions performed by INEM: 678,027.

C.5 Promote and increase the employability of people with disabilities
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

Performance indicators (2002)
- Number of people with disabilities who took part in professional training activities in 2002: 724.

C.6 Promote and increase the employability of workers who make use of subsidies
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European
unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

C.7 Support and guide businesses with regard to recruitment and developing human resource activities
The services provided are: information (about legal, tax and administrative matters); consulting services (about legal, tax and administrative matters, financial incentives to promote employment); help with looking for staff with high professional skills/qualified staff who meet employer’s criteria; analysis of the professional and training requirements of companies on the local labour market; professional training in line with the aforementioned requirements; information and/or advice about measures aimed at unmasking undeclared and illegal employment.

C.8 Promote more extensive geographical and professional mobility
The services provided are: information services (regarding legal matters, accommodation, etc.) aimed at providing support for workers looking for employment in a different national geographical area or abroad.

D. MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS
- Management by objectives.
- Total quality management system.
- User relations management.
- Assessment of customer satisfaction.
3.8 France

GENERAL INFORMATION (2002)

Population (in thousands of units) 58,017
Population of working age 23,859
(15-64, thousands of units)
Per capita income index (PPP) 105.0 (EU=100)
Employment rate (15-64) 63.6%
Activity rate 69.1%
Unemployment rate 8.7% of workforce men: 7.8% women: 9.9%
Long-term unemployment rate (LTU) 2.7% men: 2.3% women: 3.3%
Name of public employment service Agence nationale pour l’emploi – ANPE
(National employment agency)
Director (or other manager(s)) Michel Bernard
Address Le Galilée, 4 Rue Galilée, 93198 Noisy le Grand, Cedex, France
Website www.anpe.fr
Geographical area(s) covered France (Aquitaine, Bourgogne, Corse, Haute-Normandie, Ile de la Réunion, Languedoc - Roussillon, Lorraine, Nord Pas-de-Calais, Picardie, Provence, Alpes Côte d’Azur), overseas territories

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS

The history of institutions responsible for labour market and unemployment-related matters in France differs greatly from the history of other social protection institutions as well as from the situation in other countries ANPE was only set up in 1967 while the unemployment insurance fund (managed by the social partners) was established back in 1958. Therefore state programming on unemployment and labour market-related matters was patchy right from the beginning. The period which runs from the end of the 1970s through to 1997 was characterised, with the exception of a brief pause (1986-88), by a continual increase in unemployment (one million unemployed in 1976; two million in 1983 and three million at the beginning of 1993). The situation only changed significantly after the recent labour market boom (1997-2001). This explains why unemployment figures – which were calculated by INSEE (Institute National de Statistique) as well as ANPE’s Statistics and Assessment Department – were of considerable importance for the subsequent political “statements” of governments that were particularly aware of the social implications of unemployment. During the same period, unlike the policies adopted in other countries, the French government initially tried to introduce innovative policies such as “integration policies” (insertion) (Barbier & Théret, 2001) but without ever really embarking on British-style workfare. Instead a new social protection sector was created which focused on the concept of the “employer as the last resort”. Indeed from 1972 to
1996 the number of people considered by France’s official statistics to be “employment programme beneficiaries” increased from 95,000 to approximately 3 million while the population of working age rose from 22 to 25.6 million. Suitable political presentation of the programmes which followed – implemented by governments from opposing political factions – was always considered of vital importance by the political world and policymakers. ANPE was and still is the main administrative body and organisation in charge of implementing programmes. Modernisation of the French public sector has produced some distinctive characteristics including the aim to introduce greater responsibility, effectiveness and efficiency and transparency and openness as far as the provision of services and public relations are concerned (Rocard government directives, 1989, 1990). Such a project would have found an interesting field of application in programming policy on unemployment and labour market-related matters where the relevant administrative departments and political authorities are numerous and disjointed. In December 1986 the government issued a decree to reorganise the division of tasks among the various administrations working on the labour market. Therefore in the mid 1990s the status of ANPE’s staff was amended by law. Nevertheless throughout this period ANPE remained under the close supervision of the Ministry of Labour and continued to operate as a highly flexible instrument in the hands of the French government. Said flexibility and activity was an all-important resource for the ministries that could quickly reply to the changes in the labour market and present their initiatives to the public in the most appropriate way, using above all the information obtained from ANPE’s data and administrative statistics. At the beginning of the 1990s the political parties from both sides worked on some “regionalisation” projects for a short period: one was put forward in a reported drawn up by a well known consulting firm on behalf of the Socialist Party while another more radical project was debated at the end of 1992 inside the right wing of the RPR (President Chirac’s party). Unlike the “regionalisation” projects that were subsequently introduced in countries such as Denmark, all the French projects failed to achieve what was hoped for. During recent years, with the positive labour market trend, reforms have been introduced which aim to improve the new working procedures by underling the qualitative aspect of services, by making the services more suitable for local situations and by increasing the independence and room for manoeuvring of ANPE’s local agencies and staff. Nevertheless the true impact of these reforms is not really known. Consequently, only recently, the considerable amount of public finance used by ANPE to outsource an increasing number of services officially aroused the interest of central governmental bodies in charge of assessment. In spite of lukewarm support from the economic ministries and thanks to skilful use of resources made possible by the SEO’s “window of opportunities”, from 1998 to 2000, ANPE had the chance to considerably increase its staff numbers (from 15,000 in 1993 to approximately 18,000 in 2002). At the end of the 1990s, i.e. during the labour market boom, the socialist minister of employment Martine Aubry breathed new life into the negotiation procedures with ANPE. ANPE’s third contract with the French Ministry of

B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE

ANPE’s institutional tasks according to its contract are as follows:

- to increase the efficiency and transparency of the labour market by taking action with regard to labour demand (both preventive and remedial action) and focusing on mediation between supply and demand
- to encourage the development of workers’ professional skills in keeping with the objectives of Lisbon and Barcelona and in agreement with employer and trade union associations. This is to be done in order to ensure successful transition towards the weaker categories that are excluded from the labour market and/or coming from sectors in crisis or being reorganised, thus pursuing social cohesion
- to implement strategies aimed at catering for companies’ needs through personalised, diversified services, also adopting a strategy of greater contact at a local level by developing and expanding existing agencies (also with regard to technology and IT).

It is interesting to point out the major reform introduced into labour market and unemployment programmes that was launched between the end of the 1990s and the beginning of the current decade. More specifically this refers to the introduction of an individual action plan (PARE, Plan d’aide au retour à l’emploi) which became fully operational in 2001. The programme also included the introduction of various negotiation stages between leading actors in the sector (including the unemployment insurance fund).

However, contrary to what was provided for by the agreements between the social partners, no assessment studies have been published to date. On the whole the introduction of negotiation in the PES through the “Contrats de Progrès” does not seem to have produced any major changes in the French system’s main institutional characteristics.

C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF PUBLIC EMPLOYMENT SERVICE

C.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand

The services provided are: offer/diffusion of detailed information services on the various opportunities for jobseekers and employers. In this area the PES are distributed throughout the country in the form of local hospitality and guidance offices (PAIO) which were set up under decree no. 82-273 of March 26 1982, amended in July 2001 with the creation by ANPE of personalised action plans (PAP), implemented with the subsequent “Return to Work” Assistance Plan (PARE). Their job is basically to provide personalised guidance, flanking and back-up for young unemployed people, advising the latter as regards their choice of internship or professional training or steering them towards regular or subsidised employment as well as providing personalised advice for
problems related to accommodation, healthcare and other social issues of interest to workers. The set up of the PAIOs is that of an association and they bring together representatives of the public administration (officials and managers), economic actors and territorial associations of a certain standing. They also call upon the active involvement and participation of ANPE and work together with the Ministries of Education and Sport. Young people aged between 16 and 25 with labour market integration problems and in need of professional re-qualification are eligible for the PAIOs’ programmes and services. The creation of an Association for management employment must also be noted. Said association is a partnership between employers and workers set up in 1966 which maintains an advisory role, providing assistance with selection and recruitment procedures, careers guidance (skill assessment, training programmes, assistance with job searching) and an observatory on managerial employment.

- Personalised support (for an average period of 3 months).
- Group sessions dedicated to job searching.
- “Jobseekers Club”.
- Intensive guidance courses (from 50 to 200 hours) entitled “From Diploma to Employment” (which involve a theory section lasting up to a maximum of 10 days followed by a 3 to 6 week period of work experience with a company).

The aforementioned instruments used by the PAIOs basically aim to assess the professional abilities and skills of jobseekers in order to help them present themselves and put themselves forward as job candidates in a suitable manner thus allowing for complete matching of demand (skills required) and supply (type of desired employment) as well as for the development and drafting of a personal career plan. The association for the professional training of adults (AFPA – Association pour la formation professionnelle des adultes) offers jobseekers the following services before, during and after professional training courses:

- Needs diagnosis: the service consists in officially recording the needs of the individual person who applied for a professional training course and consolidating his/her position in terms of training.
- Guidance and development of training plan: a training plan is agreed on with the unemployed individual and an action plan drafted which aims at professional training inside and outside the AFPA.
- flanking and support for individuals attending training courses: this involves support for individuals while implementing the training plan and ensuring the latter of a positive result whenever possible.
- support aimed at employment and during employment: this basically means lively support for active job searches in order to promote access to employment through support for up to a maximum of 6 months after the end of the training period.

An all-important instrument provided by the PAIOs is the “TRACE” programme (Trajets d’accès à l’emploi) which offers an integrated, complete labour market reintegration course as part of a personalised support scheme which can last up to 18 months and inclu-
des skills assessment, guidance, support, placement and a real employment opportunity either in the form of an internship or a job as well as professional training courses.

C.2 Increase workers’ employability and prevent long-term unemployment

The services provided are: detailed information services; professional training for the long-term unemployed (it must be noted that following completion of the transfer of active policy management from the central administration to the regions, the regions are responsible for professional training); promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); individual services and personalised consulting services/assistance/support. The IRILL programme (acronym which stands for integration, reintegration and the fight against low education levels) must be pointed out as an instrument used to achieve the objective in question and offer related services. Said programme combines a set of training and re-qualification activities aimed at 3 groups with particular difficulties in rejoining the labour market and social integration problems. The programme is carried out completely at a state level and there is no decentralisation. The SAEs (Stages d’accès à l’entreprise) represent another extremely important instrument and provide personalised training in view of the taking up of a position previously agreed on in the near future. ANPE is totally responsible for the organisation and management of the relative courses. It should be noted that on some occasions said courses can be attended by an employed individual who wishes to gain other qualifications. Real financial support comes in the form of PARE (support plan for the return to work) which can be distributed to specific professional training activities, either through a direct award or a competition, in relation to the opportunities said activities are considered to offer on the labour market. The employer undertakes to enter into an employment contract (for a minimum period of 6 months) with the unemployed individual who is undergoing training but who it is felt has achieved a satisfactory level of training. The correlated financial support covers the cost of the course and administrative expenses as well as travel and accommodation up to a maximum monthly amount. The employment initiative contract (CIE) is the main incentive for hiring long-term unemployed individuals. This type of contract can be of a fixed or variable length as long as it is for a set period of time (up to a maximum of 24 months). Public support includes: exemption from social security contributions paid by employers for up to 24 months (up to retirement for the long-term unemployed who were over the age of 50 when hired); a monthly subsidy whose amount varies depending on the beneficiaries’ situation (long-term unemployed, social benefit recipient, socially disadvantaged young people). Within the same context the CIE provides for the possibility of organising training courses lasting up to a maximum of 400 hours.

C.3 Encourage workers over the age of 50 to extend their working life

The services provided are: information about legislation, benefits and incentives aimed at encouraging workers over the age of 50 to remain on the labour market; personalised
consulting services and activities.

C.4 Improve and increase the employability of women
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; personalised, customer-oriented consulting services/assistance/support; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.).

C.5 Improve and increase the employability of people with disabilities
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/ assistance/support; The state has completely transferred its responsibility in this area to the private sector, paving the way to liberalisation of the services aimed at integrating workers with disabilities. The organisation currently in charge of this service is AGEFIPH (association for the professional integration of people with disabilities) which therefore distributes employment benefits and offers specialised training, placement support and personalised guidance and flanking. It also distributes GRTH (Garantie de Ressources) to people with disabilities employed in a normal working environment. This scheme aims to ensure a minimum income calculated in relation to a minimum wage.

C.6 Improve and increase the employability of workers who make use of subsidies
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/ assistance/support. An all-important instrument in this area is replacement allowance or “early retirement in place of employment” introduced in October 1995 by the national social security system. This is paid until the actual age of retirement (60) in other words for a maximum of 2 years even if it is a possibility for individuals that have 43 years of service behind them. The allowance is equal to 65% of the gross salary up to a ceiling of 4 times the level of social benefit. And at the same time it cannot be less than the minimum severance payment received from the national employment fund.

C.7 Support and guide businesses with regard to recruitment and developing human resource activities
The services provided are: information (about legal, tax and administrative matters); consulting services (about legal, tax and administrative matters, financial incentives to promote employment); help with looking for staff with high professional skills/qualified staff who meet employer’s criteria; analysis of the professional and training requirements
of companies on the local labour market; professional training in line with the aforementioned requirements; information and/or advice about measures aimed at unmasking undeclared and illegal employment.

C.8 Promote more extensive geographical and professional mobility
The services provided are: information services (regarding legal matters, accommodation, etc.) aimed at providing support for workers looking for employment in a different national geographical area or abroad.

D. MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS
- Management by objectives.
- Total quality management system.
- User relations management.
- Customer satisfaction assessment.

E. “COEXISTENCE MODELS”
Based on the Code du travail, mediation on the labour market by private parties is forbidden except for special professional categories, no profit agencies and headhunters. While temporary employment agencies have been authorised to operate since 1972 even if it must be said that the relative regulations have been subject to considerable amendments over the years. Even if laws regarding types of non-standard employment were particularly inflexible, the market was opened to temporary employment agencies during the 1980s. Prior to the 1990s the activity of said agencies was allowed in all employment sectors; there were no limits to the maximum number of contract renewals and their maximum duration was rather long in comparison to the rest of the international scene (24 months). The 1990 reform limited the cases of temporary employment (only in the event of tangible motivation), provided solely for the extension of contracts and limited their maximum duration to 18 months. While no real system of authorisation exists, there is an obligation to inform the authorities and of financial guarantee. It is forbidden to use temporary workers in companies during strikes (or in sectors where particularly dangerous activities are performed) while multifunctional agencies (e.g. temporary employment agencies that also perform mediation) are not allowed.
3.9 Ireland

GENERAL INFORMATION (2002)

Population (in thousands of units) 3,909
Population of working age (15-64, thousands of units) 1,730
Per capita income index (PPP) 125.4 (EU=100)
Employment rate (15-64) 65.3%
Activity rate 68.4%
Unemployment rate 4.4% men: 4.6% women: 4.0%
Long-term unemployment rate (LTU) 1.3% men: 1.7% women: 0.7%

Name of public employment service Foras Áiseanna Saothair (FÁS)
Director (or other manager(s)) Rody Molloy (Chief executive)
Address 27 - 33 Upper Baggot Street, Dublin 4, Ireland
info@fas.ie - Tel. 0035 3 1 60 70 500
Website www.fas.ie
Geographical area(s) covered Republic of Ireland
No. of local offices (per region/province) 20 training centres, 54 employment service offices
No. of employees and external consultants/specialists 2,575 employees

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS
The main legislative/regulatory initiatives that have been adopted to date with regard to the public employment services can be listed as follows:
- Regulation of temporary employment agencies.
- End of state monopoly in the employment sector; FÁS is the only public employment agency.
- Promotion of competition with regard to the services provided by the PES (privatisation, contracts, voucher system).
- Integration of services.
- Integration of facilities.
While no type of decentralisation was carried out.

B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE
- Matching employment opportunities (demand) with jobseekers (supply), placement.
- Professional training.
- Management/distribution of unemployment allowance and/or other benefits”public social assistance projects”.
- Assistance for disadvantaged target groups.
C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF PUBLIC EMPLOYMENT SERVICE

C.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand

The services provided are: offer/diffusion of detailed information services on various opportunities for jobseekers and employers, including ads placed in front offices and at information desks with touch screen totems, Internet, information service for jobseekers and employers accessible through a freephone number, text message service with alerts send to jobseekers’ mobile phones; collection/processing of curricula/job offers and relative databases; setting up of online services and self-consultation facilities.

Performance indicators (2002)

- Number of jobseekers registered per year: 112,000.
- Number of job offers registered per year (2002): 103,000.
- Average duration of matching (No. of days from first contact to recruitment): generally matching of customer and vacancy is made within a few days of the vacancy being registered. Figures for the duration of the period between contact and recruitment are not available.
- Number of employees specifically assigned to this task/these services: 16 employees are permanently in charge of registering all vacancies at a national level through a dedicated call centre. Furthermore, at a national level 355 FÁS Employment service officers are responsible for matching supply and demand as part of their daily activities (with the help of a further 50 employees). It should be noted that employers are not obliged to communicate their job offers to the public employment service except when forwarding a work permit application for a non-EEA citizen.

C.2 Increase workers’ employability and prevent long-term unemployment

The services provided are: detailed information services; professional training for the long-term unemployed; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); customised services and personalised consulting services/assistance/support.

Performance indicators (2002)

- Number of long-term unemployed who took part in professional training projects (courses, initiatives, etc.): 38,539 (2004-2006: 114,000).
- Number of long-term unemployed who took part in a “new start” programme: 33,726.
- Number of long-term unemployed who found employment within a year: 946.
- Number of jobs forecast for 2004-2006: 65,000.
- Number of employees specifically assigned to this task/these services: as a rule staff are not specialised in any one specific area.
C.3  Encourage workers over the age of 50 to extend their working life
The services provided are: information about legislation, benefits and incentives aimed at encouraging workers over the age of 50 to remain on the labour market; personalised consulting services and activities.

Performance indicators (2002)
- Number of employees specifically assigned to this task/these services: staff are not specialised in any one specific area.

C.4  Improve and increase the employability of women
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; personalised, customer-oriented consulting services/assistance/support; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.).

Performance indicators (2002)
- Number of women who took part in professional training activities: 59,495.
- Number of women who took part in “new start” measures: 37,294.
- Number of women who found employment within a year: 3,430.
- Number of employees specifically assigned to this task/these services: the project called “Gateway for Women” provides for 4 highly qualified employees in additional to general staff.

C.5  Improve and increase the employability of people with disabilities
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

Performance indicators (2002)
- Number of people with disabilities who took part in professional training activities: 1,013 (involved in different types of training).
- Number of people with disabilities who received personalised advice: 4,500.
- Number of people with disabilities who took part in “new start” measures.
- Number of people with disabilities who found employment within a year: 1,100.
- Number of employees specifically assigned to this task/these services: responsibility for this area lies with the department for development and disability-related policies which boasts 6 employees in addition to general staff.

C.6  Improve and increase the employability of workers who make use of subsidies
The services provided are: diffusion of information about training/initiatives/projects
targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

C.7 Support and guide businesses with regard to recruitment and developing human resource activities

Services provided are: information (about legal, tax and administrative matters); consulting services (about legal, tax and administrative matters, financial incentives to promote employment); help with looking for staff with high professional skills/qualified staff who meet employer’s criteria; analysis of the professional and training requirements of companies on the local labour market; professional training in line with the aforementioned requirements; information and/or advice about measures aimed at unmasking undeclared and illegal employment.

Performance indicators (2002, unless stated otherwise)

- Number of registered companies: 2,133 (2000).
- Number of potential users: 10,316 (forecast 2004-2006: 26,000).
- Number of employees specifically assigned to this task/these services: FAS boasts approximately 200 employees that work in the services for businesses area. The number of staff is not expected to change in any significant way over the next few years.

C.8 Promote more extensive geographical and professional mobility

The services provided are: information services (regarding legal matters, accommodation, etc.) aimed at providing support for workers looking for employment in a different national geographical area or abroad; personalised services.

- MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS
  - Management by objectives.
  - Total quality management system.
  - Customer satisfaction assessment.
3.10 Luxembourg

GENERAL INFORMATION (2002)

Population (in thousands of units) 436
Population of working age (15-64, thousands of units) 188
Per capita income index (PPP) 188.8 (EU=100)
Employment rate (15-64) 63.7%
Activity rate 65.5%
Unemployment rate 28% men: 2.1% women: 3.9%
Long-term unemployment rate (LTU) 0.8% men: 0.6% women: 1.0%

Name of public employment service ADEM (Administration de l’Emploi)
Director (or other manager(s)) Mariette Scholtus
Contacts (email, telephone, fax, address) Tel. Head office: 478-5300
Esch-sur-Alzette Agency: 54 10 54 -1
Diekirch Agency: 80 29 29-1
Wiltz Agency: 95 83 84
Website www.etat.lu/ADEM
Geographical area(s) covered Grand Duchy of Luxembourg

No. of local offices (per region/province)
The head office is located in Luxembourg. The offices (employment centres) are not really distributed on a regional basis; however there are three more outlying agencies located in Esch-sur-Alzette, Diekirch and Wiltz.

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS
ADEM’s establishment and areas of responsibility were provided for under the law of February 21 1976 on the “Organisation and operation of the employment administration” (later given the name of ADEM) which, at the same time, led to the creation of the “National Commission for Employment”.

B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE
ADEM is an institution governed by public law whose organisation is regulated by the law and falls under the control of the Ministry of Labour, acting as an employment policy management authority at a national level. Its main task is to promote optimal use of the workforce in keeping with economic and social policy. In this context, its responsibilities provided for by law can be summarised as follows:

- monitoring of the general situation and most important developments in the labour market;
- action to correct imbalance between labour supply and demand;
- organisation and provision of professional training for young and adult workers with a view to their full integration and/or reintegration into the labour market and professional life;
• organisation of recruitment, placement of foreign workers and checking the latter’s right to work and social assistance under current laws;
• real application of laws and labour policy provisions aimed at preventing and reducing unemployment and checking of said laws and provisions, also in relation to the distribution and allocation of unemployment benefits;
• action in the areas of requalification and reintegration of the workforce in accordance with the laws in force;
• professional training and requalification for people with disabilities;
• counselling services, training, placement and requalification of individuals with reduced working ability;
• establishment and management of stable, ongoing relations with PES in other countries and international organisations working in similar areas.

C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF PUBLIC EMPLOYMENT SERVICE

C.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand

The services provided are: offer/diffusion of detailed information services on various opportunities for jobseekers and employers, mainly through lists, self-consultation points, Internet, daily newspapers; collection/processing of curricula/job offers and relative databases; setting up of online services and self-consultation facilities.

Performance indicators (2002)
• Number of unemployed censured by ADEM: 6,773.
• Number of unemployed registered ADEM databases for active job searching: 1,320.
• Number of vacancies handled by ADEM: 1,136.

It must be noted that in keeping with the difficult economic situation and new rise in the unemployment rate, the public employment service recorded a 27.2% increase in the overall number of unemployed individuals compared to 2001, which represents a record annual growth rate.

C.2 Increase workers’ employability and prevent long-term unemployment

The services provided are: detailed information services; professional training for the long-term unemployed; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); customised services and personalised consulting services/assistance/support. Over the years ADEM has set up and perfected various types of contracts aimed at facilitating workplace integration for specific categories of unemployed individuals in need of reintegration into the professional life. As far as the long-term unemployed are concerned, the following can be mentioned:
CAT (temporary employment contract): applicable to both the private and public sector, specifically targeted at young unemployed people under the age of 30, it includes a paid, flanked training period inside the company; a sort of bridge between education and theoretical preparation and the real working life.

SIE (company internship): targeted at the same group as above, it includes a paid, flanked training period inside the company and under the specific supervision of an employer.

SRP (professional rehabilitation): for unemployed individuals over the age of 30, it includes paid, practical and theoretical professional training in the form of placement with a company and under the supervision of an employer.

FORMA: this is a package of advanced professional training measures implemented in order to allow for better integration of the unemployed into the labour market.

PA (team of training assistants): these initials refer to a team of consultants with the job of assisting and supporting the unemployed individual while drawing up his/her training scheme and post-school curriculum.

Performance indicators (2002)
- Number of individuals who benefited from CAT (temporary auxiliary employment contract) in the private sector: 288 (this is an annual average: no figure is available for the total for the whole year).
- Number of individuals who benefited from CAT in the public sector: 819 (idem).
- Number of individuals who benefited from SIE: 127 (idem).
- Number of individuals who benefited from SRP: 118 (idem).
- Number of individuals who benefited from FORMA: 486 (idem).
- Number of individuals who benefited from PA consultancy: 109.

C.3 Encourage workers over the age of 50 to extend their working life
The services provided are: information about legislation, benefits and incentives aimed at encouraging workers over the age of 50 to remain on the labour market as part of PR activities and leaflets detailing incentives for employers; personalised consulting services and activities.

C.4 Improve and increase the employability of women
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; personalised, customer-oriented consulting services/assistance/support; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); there are also other specific in company qualification programmes for working women.

C.5 Improve and increase the employability of people with disabilities
The services provided are: diffusion of information about training/initiatives/projects
targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); even if not specifically stated people with disabilities are included in all the public employment service guidelines concerning incentives; personalised, customer-oriented consulting services/assistance/support; local public employment service offices generally offer personalised advice in relation to specific problems.

C.6  Improve and increase the employability of workers who make use of subsidies
The services provided are diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support, as a general rule individuals receiving unemployment benefit or who are at least registered as jobseekers with the public employment service can make use of all these measures.

C.7  Support and guide businesses with regard to recruitment and developing human resource activities
The services provided are: information (about legal, tax and administrative matters); consulting services (about legal, tax and administrative matters, financial incentives to promote employment); help with looking for staff with high professional skills/qualified staff who meet employer’s criteria; analysis of the professional and training requirements of companies on the local labour market; professional training in line with the aforementioned requirements; information and/or advice about measures aimed at unmasking undeclared and illegal employment (responsibility of other institutions).

C.8  Promote more extensive geographical and professional mobility
The services provided are: information services (regarding legal matters, accommodation, etc.) aimed at providing support for workers looking for employment in a different national geographical area or abroad; personalised services.
3.11 Netherlands

GENERAL INFORMATION (2002)

Population (in thousands of units) 15,964
Population of working age (15-64, thousands of units) 10,871
Per capita income index (PPP) 111.5 (EU=100)
Employment rate (15-64) 74.4%
Activity rate 76.5%
Unemployment rate 2.7% men: 2.5% women: 3.0%
Long-term unemployment rate (LTU) 0.7% men 0.6% women 0.8%

Name of public employment service CWI (Centre for employment and income)
Contacts (email, telephone, fax, address) Naritaweg 1, Postbus 58191, 1040 HD Amsterdam, Netherlands
Website www.cwinet.nl www.werk.nl
Geographical area(s) covered Netherlands
No. of local offices (per region/province) At least 1 local office in each administrative district

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS

The basic characteristics of the main legislative/regulatory initiatives regarding active employment policies adopted in the sectors listed (together with the relative year) can be described as follows:

Transposition of the French contractual approach in the law on social assistance (1995)
The law on social assistance (ABW) was amended midway through the 1990s. Within the social security set-up, the system serves as a safety network or last resort insofar as it becomes operational when a Dutch national or foreign national with similar standing is threatened by poverty. The amendments made transformed the law passed in 1965 from a mainly welfare law which promoted inactivity to a law containing a series of labour-related provisions which encouraged social assistance beneficiaries to improve their working capacity. Therefore the “parties concerned” are not just insufficiently active benefit beneficiaries but also the organisations which said beneficiaries come into contact with when looking for employment or collecting benefits and which provide an inadequate level of motivation and encouragement. Said organisations are the municipal social services (previously the Municipal Council) and the regional labour office (hereinafter MSS and RLO). While the law was being reviewed some members of the Permanent Parliamentary Commission on Social Matters and Employment (hereinafter CPP-QSO) (all belonging to the Labour Party, the social democratic PvdA) put forward some proposals to adopt a different cooperation model for municipalities, RLOs and professional guidance and research institutions. The model is based on what is known as...
a “contractual approach”. In other words increased individual responsibility for agreements which are more oriented to the specific case. For the contract with customers the members of the Commission were inspired by the French *Revenu Minimum d’Intention* (RMI) which had caught their eye in a manual on social security within the EU. According to this model social assistance is always only granted for a limited period, e.g. six months. This period is used to obtain advice from the Regional Employment Office with regard to the possible workplace integration of the individual in question. Subsequently, taking into account this advice and after consulting the applicant, a contract is drawn up which establishes the rights and obligations of both parties.

*Privatisation and negotiation: WULBZ and SUWI (1996-2002)*

In 1996 the year following the enforcement of the new law on social assistance, sickness benefits for workers were privatised. The law regarding continuation of payment of wages (in the event of sickness) (WULBZ) replaced this protection with an obligation for the employer to continue to pay the wages lost in the event of sickness for the same length of time and in the same percentage set forth previously in the law on sickness benefits. In other words following adoption of the WULBZ, insurance cover was above all the responsibility of employers. As a result employers will pay more attention to limiting the consequences of absences due to sickness compared to the past and will implement a more effective corporate reintegration policy. The phenomenon of a possible reintegration contract came to light once more during the parliamentary debate on the second measure – the “Law on Disability” (*Reintegration*), which identifies a possible instrument for customer empowerment in an “individual reintegration contract”. In other words a document which states the rights and obligations of the customer with regard to the institutions he/she comes into contact with and the ways and means for applying said rights. A instrument described as a “entitlement reintegration contract” was adopted when a motion presented during the *REA* debate was passed. The government was asked to “promote the rights of individuals with working disabilities to obtain fast diagnosis and be offered a plan which included a entitlement reintegration contract, regulating the mutual rights and obligations of the social security service and the person with disabilities”.

*The law on labour and income (SUWI, 2002)*

During the following years *policymakers* focused their attention above all on drawing up a radical overhaul of the social security system. This came in the form of the law on labour and income (the acronym in Dutch is SUWI) passed in 2002 which drastically changed the employment and income protection system. For example the first measure implemented pursuant to the SUWI was the merger of 5 state bodies in charge of managing workers’ insurance schemes (EIIB). From that moment on the responsibility for social security for workers passed in the hands of a single public organisation – the institute for the management of workers’ insurance (EIII). Secondly the SUWI
established “the one-stop counter principle”. In the future citizens looking for employment will no longer have to refer to different organisations in order to obtain help with looking for a job (employment organisation) or obtaining social benefits (municipal councils or EIIB/EIII), they will be able to contact a single organisation – the Centre for Employment and Income (CWI). Thirdly the SUWI clarifies the effect of the market in the area of reintegration services. The municipal councils and EIII, which recently underwent a merger, are no longer authorised to directly distribute the services or pass them over to a public body they work with, but must outsource reintegration to private companies which therefore operate as competitors. These companies must first of all prove their success on the new reintegration market (or quasi-market). This concerns above all Kliq Reintegratie (previously a state organisation GAK/AI), privatised as per the SUWI and which was responsible for a large number of reintegration services, especially for the EIIBs prior to the SUWI coming into force. Lastly the SUWI extended the customer contract approach, provided for under the “Law on social assistance” to the social insurance sector. Benefit applicants, who are obliged to look for employment, are entitled to adequate services to allow their reintegration into paid employment. In turn they are obliged to do all that is possible to encourage their reintegration.

B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE

The CWI became operational in 2002. This organisation is one of the elements of the reform involving the set-up of social security and employment services. Together with the Institute for Social Security (Uitvoeringsinstituut Werknemersverzekeringen or UWV) and municipalities, the CWI helps provide employment and income-related services. This new organisation’s main aim is to reduce social costs by limiting individuals’ dependence on benefits. The CWI’s mission is the following: the CWI actively contributes to the good working of the labour market. To this end it performs the following tasks and relative goals:

- it represents the ideal meeting point (virtual and physical) for employers and jobseekers and provides important consulting and information services to both these groups;
- it helps employers analyse employment potential and fill vacancies;
- it informs (potential) jobseekers about the opportunities available to them, their rights and obligations and encourages and helps them find a (new) job in the shortest time possible;
- it helps individuals look for employment by acting as a supervisor, helping them acquire the necessary information about the opportunities offered by the labour market, performing employment mediation if need be and providing advice about possible and necessary reintegration activities;
- it acts as an access point (gatekeeper) for partners (UWV and municipalities) and helps control the distribution of allowances and benefits.

Furthermore the CWI is in charge of implementing legislation regarding dismissals and
the entrance of foreigners into the labour market, adopting a “customer-oriented
approach”.

Based on the experience acquired during its first year of operation, the CWI has
strengthened its working goals which are as follows:

- guarantee of a transparent labour market;
- matching (vacancy filling) on behalf of employers;
- control of access to benefits (including preparatory reintegration activities);
- the CWI is one of the benefit system partners in charge of family allowances;
- the CWI is responsible for dismissal authorisation and work permits for foreign
workers.

C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/
STRATEGIES OF PUBLIC EMPLOYMENT SERVICE

C.1 Make placement dynamics more flexible, faster and more effective in order to
achieve more successful matching of labour supply and demand

The services provided are: offer/diffusion of detailed information services on various
opportunities for jobseekers and employers, mainly through lists, self-consultation points,
Internet, daily newspapers; collection/processing of curricula/job offers and relative data-
bases; setting up of online services and self-consultation facilities.

C.2 Increase workers’ employability and prevent long-term unemployment

The services provided are: detailed information services; professional training for the
long-term unemployed; promotion/offer of on-the-job training programmes (e.g.
internship, apprenticeship, “new start” in line with the European unemployment strategy,
etc.); customised services and personalised consulting services/assistance/support.

C.3 Encourage workers over the age of 50 to extend their working life

The services provided are: information about legislation, benefits and incentives aimed at
encouraging workers over the age of 50 to remain on the labour market as part of PR
activities and leaflets detailing incentives for employers; personalised consulting services
and activities.

Performance indicators (2002)

- Number of workers over the age of 50 who took part in lifelong learning initiatives:
  14,000 workers over the age of 50 attended various types of courses organised by the
  public employment service.
- Number of employees specifically assigned to this task/these services: 2,700 public
  employment service employees are responsible for all issues regarding jobseekers,
  including the long-term unemployed, workers over the age of 50 and women.
C.4 Improve and increase the employability of women
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; personalised, customer-oriented consulting services/assistance/support; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); there are also other specific in company qualification programmes for working women.

Performance indicators (2002)
- Number of women who took part in professional training activities: 103,836.

C.5 Improve and increase the employability of people with disabilities
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); even if not specifically stated people with disabilities are included in all the public employment service guidelines concerning incentives; personalised, customer-oriented consulting services/assistance/support.

Performance indicators (2002)
- Number of people with disabilities that took part in professional training activities: 24,332.
- Number of employees specifically assigned to this task/these services: 2,700 public employment service employees are responsible for all issues regarding jobseekers, including the long-term unemployed, workers over the age of 50 and women.

C.6 Improve and increase the employability of workers who make use of subsidies
As a general rule individuals receiving unemployment benefit or who are at least registered as jobseekers with the public employment service can make use of all these measures. The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

C.7 Support and guide businesses with regard to recruitment and developing human resource activities
The services provided are: information (about legal, tax and administrative matters); consulting services (about legal, tax and administrative matters, financial incentives to promote employment); help with looking for staff with high professional skills/qualified staff who meet employer’s criteria; analysis of the professional and training requirements
of companies on the local labour market; professional training in line with the aforementioned requirements; information and/or advice about measures aimed at unmasking undeclared and illegal employment (responsibility of other institutions). A pilot project called “Vacancy Services Centre” was set up recently. The project’s aim to establish relations with employers so that the latter inform the CWI of any vacancies. The Services Centre will be responsible for calling employers but the latter will also have the right to contact the Centre to inform it of any vacancies. The Services Centre is responsible for achieving the goal of placing jobseekers in jobs in the shortest time possible. The services in question will be mostly provided on an individual basis by the consultant to the customer. Nevertheless the collective approach will be opted for in the case of some groups. Testing shows that providing services in this manner is particularly efficient and effective.

C.8 Promote more extensive geographical and professional mobility
Services provided are: information services (regarding legal matters, accommodation, etc.) aimed at providing support for workers looking for employment in a different national geographical area or abroad; personalised services.

D. MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS
The main key performance indicators are as follows:
- Prevention rate: percentage of jobseekers (at risk of unemployment) employed before they submit benefit applications.
- Inflow rate: percentage of jobseekers employed by/subsequent to the time they become entitled to benefit.
- Control rate: based on the prevention and inflow rates.
- Filling of vacancies: percentage of vacancies filled by the CWI as a result of employers’ applications for support.
- Percentage of vacancies on the labour market.
- Percentage of CVs on the labour market.
- Rate relating to the transfer of data to agencies taking into account parameters such as punctuality, completeness and accuracy in relation to the percentage agreed in the “Service Level Agreement”.
- Customer satisfaction (the term customer used to refer to jobseekers, employers, service supply chain partners, the Ministry).

Performance-related data are presented through an information management portal that can be accessed by all employees through the corporate Intranet. Said portal promotes performance transparency throughout the organisation insofar as said performance is analysed with regard to each CWI. As part of its performance management system the CWI makes use of the Balanced Scorecard method, in turn available at local office level. This practice aims to encourage benchmarking in order to improve performance.
E. “COEXISTENCE” MODELS
The Dutch public employment service works with private parties which can be temporary employment agencies or private employment companies.

F. COMPUTERISATION OF DATA PROCESSING AND SUPPLY OF ONLINE SERVICES
Promotion and development of self-consultation via Internet are active and in particular the website www.werk.nl.

G. INTERNATIONAL COOPERATION BETWEEN DIFFERENT STATES’ PUBLIC EMPLOYMENT SERVICES
There are a number of initiatives underway, for example together with the central-eastern European candidate countries.

H. MAIN TRENDS OF POLITICAL/REGULATORY FRAMEWORK
The overall picture of the Dutch labour market is not a healthy one. The negative unemployment rate will tend to continue, involving all levels of education and corresponding highly qualified positions. In particular in 2004 the employment rate in both the industrial and services sectors is expected to fall. Nevertheless the employment rate in the public sector (social security, education and administration) is set to increase. This increase will partially make up for the decrease in other sectors of economic activity. Also in the light of said developments the CWI will have to face the following challenges:

- Successfully act as supervisor of the social security system assisting the unemployed with their search for employment and workers who are in danger of losing their jobs (with the aim of limiting the length of time during which the unemployed claim benefit and preventing the need to claim social security benefits).
- Adopt a global approach in order to prevent long-term unemployment.
- Guarantee access to a greater number of vacancies.
- Help increase the participation rate of “special groups” in keeping with the European guidelines regarding employment.
3.12 Austria

GENERAL INFORMATION (2002)

Population (in thousands of units) 8,001
Population of working age (15-64, thousands of units) 5,464
Per capita income index (PPP) 110.9 (EU=100)
Employment rate 69.3%
Activity rate 73%
Unemployment rate 4.3% men: 7.2% women: 6.4%
Long-term unemployment rate (LTU) 0.8% men: 0.6% women: 1.1%

Name of public employment service AMS Austria
Director (or other manager(s)) Dr. Herbert Buchinger, Mag. Herbert Böhm
Contacts (email, telephone, fax, address) Austria, A-1200 Wien, Treustr. 35-43,
Tel. 0043-1-33178-506
Fax: 0043-1-33178-150
herbert.buchinger@001.ams.or.at
herbert.boehm@001.ams.or.at

Website www.ams.or.at
Geographical area(s) covered Republic of Austria
No. of local offices (per region/province) At least 1 local office in each administrative
district for a total of 96 offices
No. of employees and external consultants/specialists 4,184 employees

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS
The basic characteristics of the main legislative/regulatory initiatives regarding active employment policies can be described as follows:
- Temporary employment agencies were set up and regulated under the “law on temporary employment firms” (Arbeitskräfteüberlassunges - Gesetz) passed in 1998 and in the amended version of 2002.
- The end of the public monopoly in the employment sector became a reality in 1992 (for employers) and in 1994 (for all jobseekers).
- Promotion of competition with regard to the services provided by the PES (privatisation, contracts, voucher system – please state).
- Decentralisation.
- Integration of services.
- Integration of facilities.

B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE
- Matching employment opportunities (demand) and jobseekers (supply), placement
- Professional training.
• Management/distribution of unemployment allowance and/or other benefits/ “public social assistance projects”.
• Assistance for disadvantaged target groups.

C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF PUBLIC EMPLOYMENT SERVICE

C.1  Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand
The services provided are: offer/diffusion of detailed information services (please specify) on various opportunities for jobseekers and employers, mainly through lists, self-consultation points, Internet, daily newspapers; collection/processing of curricula/job offers and relative databases; setting up of online services and self-consultation facilities.

Performance indicators (2002)
• Number of jobseekers registered per year: 751,600.
• Number of job offers registered per year: 298,700.
• Average duration of matching labour supply and demand (number of days from first contact to recruitment): 32 days.
• Number of website visitors: 6,787,523.
• Number of employees specifically assigned to this task/these services: 2700 public employment service employees responsible for all jobseeker-related matters.

C.2  Increase workers’ employability and prevent long-term unemployment
The services provided are: detailed information services; professional training for the long-term unemployed; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); customised services and personalised consulting services/assistance/support.

Performance indicators (2002)
• Number of long-term unemployed who took part in professional training projects (courses, initiatives, etc.): 21,525.
• Number of employees specifically assigned to this task/these services: 2700 public employment service employees responsible for all matters related to jobseekers including the long-term unemployed, workers over the age of 50 and women.

C.3  Encourage workers over the age of 50 to extend their working life
The services provided are: information about legislation, benefits and incentives aimed at encouraging workers over the age of 50 to remain on the labour market as part of PR activities and leaflets detailing incentives for employers; personalised consulting services and activities.
Performance indicators (2002)
- Number of workers over the age of 50 that took part in lifelong learning initiatives: 14,000.
- Number of employees specifically assigned to this task/these services: 2700 public employment service employees responsible for all matters related to jobseekers including the long-term unemployed, workers over the age of 50 and women.

C.4 Improve and increase the employability of women
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; personalised, customer-oriented consulting services/assistance/support; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); there are also other specific in company qualification programmes for working women.

Performance indicators (2002)
- Number of women who took part in professional training activities: 103,836.
- Number of employees specifically assigned to this task/these services: 2700 public employment service employees responsible for all matters related to jobseekers including the long-term unemployed, workers over the age of 50 and women.

C.5 Improve and increase the employability of people with disabilities
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); even if not specifically stated people with disabilities are included in all the public employment service guidelines concerning incentives; personalised, customer-oriented consulting services/assistance/support; public employment service local offices generally offer personalised advice in relation to specific problems.

Performance indicators (2002)
- Number of people with disabilities who took part in professional training activities: 24,332.
- Number of employees specifically assigned to this task/these services: 2700 public employment service employees responsible for all matters related to jobseekers including the long-term unemployed, workers over the age of 50 and women.

C.6 Improve and increase the employability of workers who make use of subsidies
As a general rule individuals receiving unemployment benefit or who are at least registered as jobseekers with the public employment service can make use of all these measures. The services provided are: diffusion of information about training/
initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

C.7 Support and guide businesses with regard to recruitment and developing human resource activities

The services provided are: information (about legal, tax and administrative matters); consulting services (about legal, tax and administrative matters, financial incentives to promote employment); help with looking for staff with high professional skills/qualified staff who meet employer’s criteria, albeit limited (e.g. the public employment service does not perform psychological and aptitude tests); analysis of the professional and training requirements of companies on the local labour market; professional training in line with the aforementioned requirements; information and/or advice about measures aimed at unmasking undeclared and illegal employment (responsibility of other institutions).

Performance indicators (2002)
- Number of registered companies (as actual public employment service customers): 61,000 companies.
- Number of employees specifically assigned to this task/these services: 390.

C.8 Promote more extensive geographical and professional mobility

Services provided are: information services (regarding legal matters, accommodation, etc.) aimed at providing support for workers looking for employment in a different national geographical area or abroad.

D. MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS
- Management by objectives.
- Total quality management system.
- Customer relations management which will be expanded above all with regard to relations with employers.
- Customer satisfaction assessment (e.g. customer loyalty indicators) through regular surveys.

E. “COEXISTENCE” MODELS

The Austrian public employment service works with private parties that can be temporary employment agencies or private employment firms.

F. WORKING WITH OTHER ACTORS

Partnerships currently exist which involve all the aforementioned actors. The social
partners (representatives of labour and management) are members of the Board of Directors at all three levels of AMS.

G. INTERNATIONAL COOPERATION BETWEEN DIFFERENT STATES’ PUBLIC EMPLOYMENT SERVICES
There are a number of initiatives underway, for example together with the central-eastern European candidate countries.
3.13 Portugal

GENERAL INFORMATION (2002)

Population (in thousands of units) 10,371
Population of working age (15-64, thousands of units) 4,784
Per capita income index (PPP) 70.9 (EU=100)
Employment rate 68.2%
Activity rate 72.1%
Unemployment rate 5.1% men: 4.2% women: 6.1%
Long-term unemployment rate (LTU) 1.8% men: 1.4% women: 2.2%

Name of public employment service Instituto do Emprego e Formação Profissional (IEFP)

Director (or other manager(s)) António Charana

Contacts (email, telephone, fax, address) antonio.charana@iefp.pt
Fax: +351 21 861 46 03 - Tel. +351 21 861 41 90/31
Av. José Malhoa, 11 - 1099-018 Lisbon
Tel. 21 861 41 00 - Fax: 21 722 70 13

Website www.iefp.pt

Geographical area(s) covered Portugal (National delegations from: North, Centre, Lisboa-Vale do Tejo, Alentejo, Algarve)

No. of local offices (per region/province)
IEFP’s organisational framework brings together central and regional bodies. The former are the Board of Directors, the Executive Commission and the Benefit Commission while the latter are advisory councils and regional delegations. Activities are managed according to a tripartite participation model which features representatives of the public administration, trade unions and business associations. The set-up of IEFP’s head office features technical, administrative and financial units along with other central and regional bodies. IEFP boasts a decentralised services set-up, split, as mentioned above, into 5 regional delegations which include the areas marked out by the regional coordination committees. The latter in turn comprise local coordination services and executive bodies organised as follows: 86 employment centres, 31 directly managed professional training centres, 1 professional rehabilitation centre, 8 enterprise creation support centres (CACE). The regional delegations’ coordination services are split into staff units which provide technical, administrative and financial support for the regional delegation concerned.

No. of employees and external consultants/specialists 4,109. There are no external staff

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS
The public employment service made its first appearance in Portugal approximately 40 years ago. Right from the very beginning it was characterised by an highly institutional set-up with professional training not included in the school subsystem and on another level with statistical services and labour market analysis. The characteristics of the first phase of development, which took place between the mid 1960s and 1970s, were as follows:
The incidence on training in the form of the “Professional training service” through matching labour supply and demand.

The incidence of the matching of labour supply and demand as carried out in particular by the previous “national employment service”.

The clear distinction between employment and training. In other words the act of working was clearly separated from the act of undergoing training and it was tacitly agreed not to give value to informal or on-the-job training (in keeping with heavy state intervention).

The attribution of greater importance to the needs connected with technical aspects and staff training which at that time helped provide a particularly significant image. Hence the setting up of the “National training centre for trainers” which dates back to the 1960s and was subsequently replaced by other organisations.

The institutionalisation of salaries or benefits for individuals undergoing training. Contrary to what had occurred in previous years – during which fees were paid for the training received – during the 1960s there was a partial, tacit recognition of the fact that “learning” should be considered equal to “working” as far as salaries were concerned.

The participation of organisations representing workers and employers in spite of the restrictions of that period.

The second phase of development took place between the mid 1970s and 1980s. Even though the changes that had occurred in Portugal in 1974 (the end of Salazar’s dictatorship and the return to democracy) had some effect, this phase maintained and intensified the characteristics of the previous phase, albeit with some slight differences.

As far as the labour market was concerned, a strong incidence on the supply in the form of support for “maintenance and creation of jobs” started to be noted. In institutional terms the former “Unemployment Fund” started to finance this new type of action. It should be noted that the growing level of action in favour of the labour supply generated three important, not always favourable, consequences for the following stage of development:

Greater balance with action mainly in favour of the labour demand which had already led to the setting up of information and careers guidance services, occupational medicine, social assistance and the establishment of unemployment benefit.

Action in favour of the domestic business market, re-using – with different models – guidelines already drawn up at the end of the previous phase.

Ongoing risk of endangering traditional placement activities, i.e. matching of labour supply and demand.

The third phase of development of the PES - which took place during the last twenty years – is characterised by two all-important dynamics:

Portugal’s membership of the European Union which allowed the country access to major funding.

Publication of the “Law on the foundations of the education system” (Law no. 46/86
of October 14), integrated as far as professional training is concerned by Law Decree nos. 401 and 405/91, both of October 16 (and currently being revoked). During this phase, there was also an intensification of the trends already seen in the previous phases.

B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE
The main services provided by IEFP concern:
- Mediation between labour demand (employers) and supply (jobseekers), placement.
- Professional training.
- Management/distribution of unemployment benefit and other forms of social protection, incentives and/or welfare projects.
- Assistance for “disadvantaged” social groups.

As far as the labour market is concerned, we can note heavy focus by the PES on policies regarding the incidence on supply in the form of support for the “maintenance and creation of jobs”. Nevertheless, in terms of “institutional tasks” the former “Unemployment Fund” had already started to finance this new type of action. It should be noted that the growing level of action in favour of the labour supply generated three important, not always favourable, consequences for the following stage of development:
- Greater balance with action mainly in favour of the labour demand which had already led to the setting up of information and careers guidance services, occupational medicine, social assistance and the establishment of unemployment benefit.
- Action in favour of the domestic business market, re-using – with different models – guidelines already drawn up at the end of the previous phase.
- Ongoing risk of endangering traditional placement activities, i.e. matching of labour supply and demand.

C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF PUBLIC EMPLOYMENT SERVICE

C.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand

The services provided are: offer/diffusion of detailed information services on various opportunities for jobseekers and employers, mainly through lists, self-consultation points, Internet, daily newspapers; collection/processing of curricula/job offers and relative databases; setting up of online services and self-consultation facilities.

Performance indicators (2002)
- Number of unemployed registered per year: 371,413.
- Number of job offers registered per year: 99,702.
- Number of unemployed/employers who made use of self-service information services (“IEFP NETemprego”): 4752 jobseeker CVs, 4271 vacancies, 11,681 job offers.
- Number of offers notified to the employment offices via web: 1570 vacancies, 2022 job offers.
- Number of vacancies notified exclusively via web: 63.
- Number of vacancies in the public administration: 2520 vacancies, 7616 job offers.
- Number of vacancies notified via EURES: 132 vacancies, 1850 job offers.
- Number of website visitors (2003): 776,097.
- Staff specifically assigned to these tasks/services: 23 staff members split into 8 (5 officers and 3 managers) at the central offices, 15 representatives at the facilities located in the 7 employment offices.

C.2 Increase workers’ employability and prevent long-term unemployment

The services provided are: detailed information services; professional training for the long-term unemployed; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); customised services and personalised consulting services/assistance/support. As far as training in particular is concerned, the following trends have come to light over the years. Firstly there has been an growth in the expansion of the employment centre network based on specific studies and thanks to “pre-European Union membership aid”. Market-oriented training dominated with said training being of a general nature and not targeted at meeting specific needs. This generated a wider training base, more suited to matching and favouring trainees and social development, but which nevertheless had unfavourable consequences – obviously with some exceptions – on the direct matching of supply and demand and the needs which came to light. The setting up of a new learning system was finally approved under Law Decree no. 102/84 of March 29 following a series of experimental projects carried out during the previous years. Therefore, two different training “models” basically existed at the same time – employment training, considered “informal” and “inferior” and training organised in activities or courses with a natural tendency to resemble the scholastic method. At the same time the education system – in particular through professional and technical-professional courses – was trying hard to better cater for the demand and training needs after its natural development has resulted in the “disappearance” of technical and professional teaching at the beginning of the 1970s, not because it was considered of secondary importance but because it was not suitable for the needs of the reform underway at that time.

Performance indicators (2002)
- Number of long-term unemployed who took part in professional training projects (courses, initiatives, etc.): 10 000.
- Number of long-term unemployed who received personalised advice: 147,000.
- Staff specifically assigned to these tasks/services: 183 personalised professional training consultants, 453 officers employed at local employment offices.
- The two types of staff mentioned above work closely together (so-called Integration
Team) playing complementary roles.

C.3 Encourage workers over the age of 50 to extend their working life
The services provided are: information about legislation, benefits and incentives aimed at encouraging workers over the age of 50 to remain on the labour market as part of PR activities and leaflets detailing incentives for employers; personalised consulting services and activities.

C.4 Improve and increase the employability of women
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; personalised, customer-oriented consulting services/assistance/support; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); there are also other specific in company qualification programmes for working women.

C.5 Improve and increase the employability of people with disabilities
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); even if not specifically stated people with disabilities are included in all the public employment service guidelines concerning incentives; personalised, customer-oriented consulting services/assistance/support; public employment service local offices generally offer personalised advice in relation to specific problems.

Performance indicators (2002)
- Number of people with disabilities who took part in professional training activities: 8,200.
- Number of people with disabilities who received personalised advice: 15,000.
- Number of people with disabilities who found employment within a year: 40,000.

C.6 Improve and increase the employability of workers who make use of subsidies
The services provided are diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

C.7 Support and guide businesses with regard to recruitment and developing human resource activities
The services provided are: information (about legal, tax and administrative matters); consulting services (about legal, tax and administrative matters, financial incentives to
promote employment); help with looking for staff with high professional skills/qualified staff who meet employer’s criteria, analysis of the professional and training requirements of companies on the local labour market; professional training in line with the aforementioned requirements.

C.8 Promote more extensive geographical and professional mobility

The services provided are: information services (regarding legal matters, accommodation, etc.) aimed at providing support for workers looking for employment in a different national geographical area or abroad; personalised services.

Performance indicators (2002)

- Number of vacancies successfully filled by the PES: 330,000.
- Number of visits to employers: 20,000.
- Number of demotivated workers repositioned on the labour market: 620,000.
- Average monthly maximum of long-term unemployed: 73,000.
- Minimum share allocated to active measures to support the labour market: 22%.

Success of measures

- Maximum number of people still unemployed 3 months after adoption of the aforementioned measures and services: a) after a period of complete training: not more than 40% b) after a period of assistance in the form of benefits: not more than 48%

2002-2004 forecasts:

- Number of jobseekers that accept a job outside their own area of residence: 17,000.

D. Management systems and performance assessment models

- Management by objectives.
- Total quality management system.
- Customer relations management which will be expanded above all with regard to relations with employers.
- Customer satisfaction assessment (e.g. customer loyalty indicators) through regular surveys.

E. Working with other actors

The following are important facts referring to the aforementioned “third phase” of the historical development of the PES:

- Stipulation of some agreements within the “Permanent Commission on Social concertation”.
- Integration of PES activities into the national employment plan, the European strategy for employment and the national action plan for social inclusion.

Generally speaking the trend at a policy level seems to be to recommend that the PES increase their partnership activities while safeguarding mutual authenticity. Not only
must partnerships involve – and in an increasing manner – the social partners but also all the other bodies that, directly or indirectly, play a role in employment and training-related problems and help provide solutions. All the bodies must also take part in partnerships on an equal footing and the activities must focus on the same employment and training-related problems and the search for solutions and not on the PES or their programmes or guidelines. A basic concern of partnerships “motivated” by the PES is to avoid adopting any kind of leadership position. In this regard it must be noted that – unlike the Portuguese experience – the practice of partnership will have to be observed at national, regional and local levels and in various sectors of activity.

F. COMPUTERISATION OF DATA PROCESSING AND SUPPLY OF ONLINE SERVICES
The development of self-consultation services via Internet is currently being heavily promoted.

G. INTERNATIONAL COOPERATION BETWEEN DIFFERENT STATES’ PUBLIC EMPLOYMENT SERVICES
There are a number of initiatives underway together with the central-eastern European candidate countries.
3.14 Finland

GENERAL INFORMATION (2002)

Population (in thousands of units) 5,180
Population of working age (15-64, thousands of units) 2,354
Per capita index income (PPP) 101.8 (EU=100)
Employment rate (15-64) 68.1%
Activity rate (15-64) 64.9%
Unemployment rate 9.1% men: 9.1% women: 9.1%
Long-term unemployment rate (LTU) 2.3% men 2.5% women 2.0%

Name of public employment service Ministry of Labour (MoL)
Director (or other manager(s)) Harri Skog, Head of the Ministry of Labour’s Department for Implementation of Labour Market Policies

Contacts (email, telephone, fax, address) harri.skog@mol.fi harri.skog@mol.fi +358916006
FIN-0023 Government Finland

Website www.mol.fi

Geographical area(s) covered Finland (15 regions)

No. of local offices (per region/province) 143
No. of employees and external consultants/specialists 3,900

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS

- Regulation of temporary employment agencies.
- End of state monopoly in the employment sector.
- Promotion of competition with regard to the services provided by the PES.
- Decentralisation.
- Integration of services.

Even if the state monopoly on the public employment service came to an end in 1993 in Finland, private employment services continue to play a marginal role. The private employment services were granted permission to operate independently, the same as any other company. The Ministry of Labour has no control over the private employment services. In Finland the role public employment service plays a very important role and no privatisation has been planned. Nevertheless, the public employment service has the right to acquire services for jobseekers from other service providers (both public and private) and this practice will be further increased in the future.

The services acquired externally by the public employment service include:
- labour market training;
- job search training;
- mapping of jobseekers’ skills;
checks of working abilities;
• mapping for “new start” schemes;
• identification of jobs.
There have been no changes to the position or organisational structure of the network of local employment offices or their main services. In past years the main changes involved the processes used to provide PES services (interviews, action plans) as well as the use of TIC equipment. The decision-making process has been virtually decentralised and allocated to the regions and local offices. No further changes are planned at the moment.

B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE
• Matching employment opportunities (demand) with jobseekers (supply), placement.
• Professional training.
• Management/distribution of unemployment allowance and/or other benefits/”public social assistance projects”.
• Assistance for disadvantaged social groups.

C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF PUBLIC EMPLOYMENT SERVICE

C.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand
The services provided are: offer/diffusion of detailed information services on various opportunities for jobseekers and employers; collection/processing of curricula/job offers and relative databases; setting up of online services and self-consultation facilities.

Performance indicators (2002)
• Number of jobseekers registered per year: 810,000.
• Number of job offers registered per year: 328,000.
• Average duration of matching supply/demand (number of days from first contact to recruitment): 23.
• Number of jobseekers/employers who benefited from information provided by self-consultation facilities: not available.
• Number of website visitors: 1,200,000 job searches per month.

It must be stated that employers are obliged to inform the public employment service of their job offers. The law governing the public employment service provides for employees to notify vacancies to local employment offices.

C.2 Increase workers’ employability and prevent long-term unemployment
The services provided are: detailed information services; professional training for the long-term unemployed; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy,
etc.); customised services and personalised consulting services/assistance/support.

Performance indicators (2002)
- Number of long-term unemployed who took part in professional training projects (courses, initiatives, etc.): 10,000 (Source: National Action Plan for Employment – NAP).
- Number of long-term unemployed who received personalised advice: 147,000.

C.3 Encourage workers over the age of 50 to extend their working life
The services provided are: information about legislation, benefits and incentives aimed at encouraging workers over the age of 50 to remain on the labour market; personalised consulting services and activities.

C.4 Improve and increase the employability of women
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; personalised, customer-oriented consulting services/assistance/support; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.).

C.5 Improve and increase the employability of people with disabilities
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

Performance indicators (2002)
- Number of people with disabilities who took part in professional training activities: 8,200.
- Number of people with disabilities that received personalised advice: 15,000.
- Number of people with disabilities that found employment within a year: 40,000.

C.6 Improve and increase the employability of workers who make use of subsidies
The services provided are diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

C.7 Support and guide businesses with regard to recruitment and developing human resource activities
The services provided are: information (about legal, tax and administrative matters);
consulting services (about legal, tax and administrative matters, financial incentives to promote employment); help with looking for staff with high professional skills/qualified staff who meet employer’s criteria, analysis of the professional and training requirements of companies on the local labour market; professional training in line with the aforementioned requirements; information and/or advice about measures aimed at unmasking undeclared and illegal employment (albeit in a limited manner).

Performance indicators (2002)
- The public employment service makes 20,000 visits to companies per year.
- As far as the number of employees assigned to the aforementioned area is concerned, generally speaking all the consultants are involved.

C.8  
Promote more extensive geographical and professional mobility
The services provided are: information services (regarding legal matters, accommodation, etc.) aimed at providing support for workers looking for employment in a different national geographical area or abroad; personalised services.

Performance indicators (2002)
- Jobs assigned: 330,000.
- Number of visits to employers: 20,000.
- Number of jobseekers placed on the open marked by the public employment service: 620,000.
- Maximum monthly average of long-term unemployed: 73,000.
- Minimum percentage of individuals involved in active measures on the average number of participants in measures to support the labour market: 22%.
- Success of measures: maximum level of unemployment for the 3 months following completion of the measures - Subsequent to labour market training for adults: not more than 40%; subsequent to subsidised forms of employment: not more than 48%.
- Number of jobseekers who accepted employment outside their area of residence: 17,000.

D. MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS
- Management by objectives.
- Total quality management system.
- Customer relations management.
- Customer satisfaction assessment.

E. “COEXISTENCE” MODELS
The public employment service, staff-leasing companies and agencies entered into an agreement regarding the obtainment of information about vacancies. All the aforementioned parties have the chance of using the public employment service database,
the same as any other employer. Local level agreements with staff-leasing companies have also been planned by virtue of which said companies’ customers will be able to take part in labour market raining courses and will be invited to attend fairs, work-related and other events (organised by local employment offices). In Finland the private employment services are not involved in implementing labour market programmes. Nevertheless in the future there will be additional exchanges of information between the public employment service and the most important companies. A wider-reaching form of partnership with private employment services (PRES) will also be launched in order to identify new ways of working together.

F. WORKING WITH OTHER ACTORS
The public employment service actively works with other actors, the municipal administrations, education and training institutes and others.

G. COMPUTERISATION OF DATA PROCESSING AND SUPPLY OF ONLINE SERVICES
A wide range of online services are available at www.mol.fi (please see in detail the part on the services aimed at increasing the employability of the long-term unemployed).

H. INTERNATIONAL COOPERATION BETWEEN DIFFERENT STATES’ PUBLIC EMPLOYMENT SERVICES
At the present time some “joint projects” with Poland and Estonia are underway or in the process of being launched.

I. MAIN TRENDS OF POLITICAL/REGULATORY FRAMEWORK
A variety of other reform/modernisation processes are planned in the medium to long term. Radical restructuring of the public employment service will be carried out from 2004. This means that the Ministry of Labour together with the municipal administrations will set up a minimum of 40 new centres in order to provide services for users who encounter great difficulties in entering the labour market. Employment consultants will work alongside colleagues from the social and healthcare sector at the aforementioned service centres. The new service centres will provide standard social, health and employment services in addition to personalised services. The focus will gradually shift more and more onto specific target groups and/or policies. Two main goals have been planned: 1) to prevent long-term jobseekers from being excluded from the labour market (see above the reform regarding joint service centres) 2) to promote accessibility to the workforce, in other words the chance for employers to get in contact with qualified workers via the public employment service.
3.15 Sweden

GENERAL INFORMATION (2002)

Population (in thousands of units) 8,930
Population of working age 4,252
(15-64, thousands of units)
Per capita income index (PPP) 104.8 (EU=100)
Employment rate (15-64) 73.6%
Activity rate (15-64) 77.6%
Unemployment rate 4.9% men: 5.3% women: 4.5%
Long-term unemployment rate (LTU) 1.0% men: 2.0% women: 0.8%

Name of public employment service AMS
Director (or other manager(s)) Anders L. Johansson
Contacts (email, telephone, fax, address) Tel. +46-20-420 420
ams-infocenter@ams.amv.se
Website www.ams.se
Geographical area(s) covered Sweden
No. of local offices (per region/province) 418 Employment centres

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS

AMS (Arbetsmarknadsstyrelsen, (Swedish labour market department) represents the national authority in charge of implementing and managing active employment policies and the public employment service operating under the aegis of the Ministry of Labour. Even if it organised and managed at a central level, the service boasts a local level of organisation for each county in the country in the form of local labour offices. These report directly to AMS by implementing guidelines issued at a central level as well as monitoring implementation of strategies and activities performed at a local level. From a managerial viewpoint, AMS is run by a Board with 1 chairperson and 1 general manager backed up by 1 advisory board, 3 advisory committees and 1 disciplinary board. The local labour offices are responsible at a local level for issues related to the implementation of active labour policies including the management and organisation of the employment centres and supervision of the so-called working life services. The latter, similar to the local labour offices found in each county which are granted greater autonomy by the Ministry of Labour from both a financial and managerial point of view, are basically offices providing professional requalification in the form of advice for companies, organisations and public institutions. By law the responsibility for management of the local labour offices lies with a board headed by the governor of the country concerned. Furthermore the existence of local employment service committees inside the local labour offices is of particular importance. Said committees are “mixed”, i.e. they are formed of labour office members, employment centre officers, municipal administration staff and representatives of trade unions and employers’ associations. The committee members are
appointed by the local administration (upon the proposal of the relevant organisations and social partners). Each local committee boasts an advisory committee for professional requalification and in relation to other employment policy programmes aimed at increasing employability. In this regard the “Delegation for professional requalification” (YR) is an advisory committee with tasks related to the monitoring and development of measures aimed at promoting the hiring and labour market integration of categories of individuals most in need of making up their own skills shortage or experiencing problems in reintegrating into the professional life. Lastly there are a total of 418 employment centres throughout the country, clearly differentiated as far as facilities are concerned in relation to the population served and dedicated resources. It should be noted that Stockholm, Malmö and a great number of the other main cities boast “specialised” centres for different categories of workers in relation to the economic sector concerned (industry, personal services, etc.). The development of the Swedish public employment service in institutional and functional terms can be described as follows:

1948: January 1st – the National Labour Market Administration (AMV) was set up
1954: The creation of a “single labour market area” among the Scandinavian countries, aimed at encouraging the free movement of workers abolished the need for residence and work permits inside the countries concerned, 4 years ahead of the setting up of the European Common Market by continental European states and 41 years before Sweden’s joining the EU.
1959: Unemployment allowances were introduced for people looking for employment.
1970: Sweden was the first country to adopt a law which explicitly prohibited gender-based discrimination
1972: A feasibility study for a 100% computerised placement and data management system was presented. Said system was subsequently tested in two suitably equipped offices
1974: Testing of “at home training” for employees possibly at risk of being dismissed or made redundant was introduced. The parliament approved the law on safety in the workplace and the law on labour promotion. In the same year the Labour commission and Professional requalification commission were set up at a national level.
1980: AMIs (employability institutes) were established as an integral part of the AMV and aimed at coordinating professional requalification measures. The foundations were laid for IT development inside the administration.
1985: The public employment service started to use its current name (AMS) and was reorganised through the introduction of “management by objectives” models and through the use of decentralised decision-making bodies for the first time ever.
1986: Professional training was completely reorganised
1987: Creation of local labour offices
1990: The fast increase in the unemployment rate and the difficult situation of the Swedish economic-social model created the grounds for major strengthening of social protection measures. The “Working Life Services” were set up inside the Labour Ministry
1992: The SAF(Swedish employers’ association) left the board of AMS and pulled out
of the local labour offices resulting in the end of the tripartite cooperation model.

1996: Part-time was introduced at a central level and in the local labour offices with the aim of saving on the overall management of employment policies given the Swedish economy’s ongoing problems.

1999: The national placement system and online matching based on the self-service logic were perfected. AMS was awarded the Golden Link international prize for the wealth of services and information found on its website.

B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE
The main types of services provided by AMS concern:
- Matching of labour demand (employers) and supply (jobseekers), placement.
- Professional training.
- Management/distribution of unemployment benefit and other forms of social protection, incentives and/or welfare projects.
- Assistance for “disadvantaged” social groups.

C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF PUBLIC EMPLOYMENT SERVICE

C.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand
The services provided are: offer/diffusion of detailed information services on various opportunities for jobseekers and employers, mainly through lists, self-consultation points, Internet, daily newspapers; collection/processing of curricula/job offers and relative databases; setting up of online services and self-consultation facilities.

C.2 Increase workers’ employability and prevent long-term unemployment
The services provided are: detailed information services; professional training for the long-term unemployed; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); customised services and personalised consulting services/assistance/support.

C.3 Encourage workers over the age of 50 to extend their working life
The services provided are: information about legislation, benefits and incentives aimed at encouraging workers over the age of 50 to remain on the labour market as part of PR activities and leaflets detailing incentives for employers; personalised consulting services and activities.

C.4 Improve and increase the employability of women
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; personalised, customer-oriented consulting services/assistance/support; promotion/offer of on-the-job training programmes (e.g.
internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); there are also specific in company qualification programmes for working women.

C.5 Improve and increase the employability of people with disabilities
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); even if not specifically stated people with disabilities are included in all public employment service guidelines concerning incentives; personalised, customer-oriented consulting services/assistance/support; local public employment service offices generally offer personalised advice in relation to specific problems.

C.6 Improve and increase the employability of workers who make use of subsidies
The services provided are diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

C.7 Support and guide businesses with regard to recruitment and developing human resource activities
The services provided are: information (about legal, tax and administrative matters); consulting services (about legal, tax and administrative matters, financial incentives to promote employment); help with looking for staff with high professional skills/qualified staff who meet employer’s criteria; professional training in line with the aforementioned requirements.

C.8 Promote more extensive geographical and professional mobility
The services provided are: information services (regarding legal matters, accommodation, etc.) aimed at providing support for workers looking for employment in a different national geographical area or abroad; personalised services.

D. MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS
- Management by objectives.
- Total quality management system.
- Customer relations management, which will be expanded above all with regard to relations with employers.
- Customer satisfaction assessment through regular surveys.

E. WORKING WITH OTHER ACTORS
AMS has worked with both labour market actors (employer associations and trade
unions) for several years as well as with institutional parties, municipal administrations and other local authorities. However the aim of this working together has changed over the years depending on the type of active employment policy adopted and the specific focus of said policy. For example during the 1990s, at the time of the recession which occurred midway through the decade, the policy tended to make the unemployed individual responsible and push him/her into action in order to avoid “permanent marginalisation” from the labour market. Therefore the cooperation between various organisations and actors was basically aimed at achieving this. While the active labour policy which characterises the current scenario seems to be more focused on the problem of a lack of suitable workers to meet the demand (labour shortage) and what action to take with regard to the labour supply. The “new strategy” which AMS has strived to implement from 2002 (following 2 years of a negative economic situation worldwide) is centred around this idea. Therefore it focuses on the knowledge that cooperation with other actors and institutions can allow the public employment service to fulfil its tasks and is split into three priority areas:

- **Range of skills**: this involves coordinated action able to improve skills, mobility and lastly employability.
- **Integration and multitude**: this is aimed specifically at non-Swedish workers as well as people with disabilities and workers over the age of 50 who have serious difficulties in joining the labour market; the three aforementioned categories represent an ever-increasing share of the workforce.
- **Social rehabilitation**: this includes action related to the recovery - both at an individual and social level - of particularly disadvantaged social groups. To this end AMS has identified a set of “target groups”, in 2003 together with other cooperation actors.

**F. COMPUTERISATION OF DATA PROCESSING AND SUPPLY OF ONLINE SERVICES**

In keeping with a trend commonly seen among European countries, in particular North European and Scandinavian countries, which became extremely evident during the past decade, AMS has undergone major changes in order to move towards an increasingly extensive supply of a large number of services via Internet. To date said changes have generated some points of excellence such as the implementation of a “Vacancy Bank”, “Jobseeker Bank” and “Temporary Replacement Worker Bank”. The latter are genuine databases containing information about labour supply and demand throughout the whole country, updated in real time. Added to this is a complex system of network data (Occupational A to Z), aimed at better describing users (be they jobseekers or employers), the type of work offered and/or requested and the various professional opportunities on the labour market grouped according to category. Said system also aims to guide users in their choices. Lastly another all-important innovation comes in the form of a computer database related to the opportunities in the education and professional training sector (Education in Sweden). The two aforementioned databases (Occupational A to Z and
Education in Sweden) were placed on the website in 1999 in order to provide information and *counselling* with regard to the choice of a professional scheme and/or training programme in keeping with the user/jobseeker’s professional leanings. In particular the first database contains information about 500 job profiles listing duties, method and timescale for training, professional prospects and relative salary levels. While the second is a sort of “online container” of up-to-date information about 3,500 plus training courses and programmes throughout Sweden and on the possible ways of obtaining funding and study grants. In this context the “Vacancy Bank” can be considered the most extensive and widely used service among those provided by AMS. In fact during April 2001 more than 450,000 contacts were recorded and the most recent statistics show that the number of accesses is increasing month by month. Just like similar European experiences regarding the implementation of online services dedicated to labour supply and demand, the notion which lies at the base of AMS’ information and mediation services is that due to the satisfactory development of “self-service” services, the standard of efficiency of AMS’ services is related to the staff members’ ability to concentrate more heavily on “personalised” support and guidance. This forms part of a vision to create and maintain an individual “permanent service”.

3.16 United Kingdom

GENERAL INFORMATION (2002)

| Population (in thousands of units) | 59,037 |
| Population of working age          | 39,009 |
| Per capita income index (PPP)      | 107.4 (EU=100) |
| Employment rate (15-64)            | 71.7% |
| Activity rate (15-64)              | 75.6% |
| Unemployment rate                  | 5.1% of workforce  
  men: 5.6%  
  women: 4.5% |
| Long-term unemployment rate (LTU)  | 1.1%  
  men: 1.4%  
  women: 0.7% |

Name of public employment service  
Jobcentre Plus

Completion of the new PES is scheduled for 2006. To date some districts still have separate Job Centres and social security offices

Director (or other manager(s))  
David Anderson, Chief Executive of Jobcentre Plus

Head of DWP (Department of Work and Pensions)  
Richard Mottram (Permanent secretary)

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Tel. 020 7273 6079 - Fax: 020 7273 6143  
e-mail: david.anderson@jobcentreplus.gov.uk  
39 Adelaide St, Belfast, BT2 8FD  
Tel. 028 9025 7777  
e-mail: jcol_feedback@delni.gov.uk

Website  
www.jobcentreplus.gov.uk  
(for England, Scotland and Wales)  
www.jobcentreonline.com  
(for Northern Ireland)

Geographical area(s) covered  
(11 regions/90 districts)

Central-Eastern England, Eastern England, London, North-East, North-West, Scotland, South-East, South-West, Wales, Central-Western England, Yorkshire and Humber. As far as Northern Ireland is concerned, it must be noted that the latter has its own independent administrative structure (unlike Scotland and Wales) which, however, has not been looked at separately with its own country report as we did with Belgium’s three different regional PES. This is mainly due to the fact that its separation from Jobcentre Plus’ central administration really only involves a distinction between the two with regard to localisation and administration and not the creation of a truly independent PES with its own areas of responsibility. Therefore the areas of responsibility are exclusively decentralised but still continue to report to the service’s central administration. In this way Northern Ireland/Ulster’s public employment service comprises a network of 35 Job Centres and Benefits Offices whose tasks basically involve providing information about job vacancies. A website was created - JobCentreOnline (http://www.jobcentreonline.com) – together with the Social Security Agency in order to make this service more effective. Services include: a) assistance and support in developing skills which guarantee the employability of under qualified individuals b) mediation between jobseekers and vacancies c) management of various types of benefits and allowances by the Jobs & Benefits Offices together with the Social Security Agency.
### No. of local offices (per region/province)
A total of 1,100 offices, 8-12 offices per district

### Equivalent hours of work
76,598

### Total employees (minus external consultants)
83,992

Source: Jobcentre Plus, but not including DWP

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**A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS**

Firstly it must be said that there has never really been a *state monopoly* in the United Kingdom and private employment agencies started to spring up back in the 1950s. The current practice sees the public sector publicising advertisements for vacancies identified by private employment agencies (even if no fee is paid for said service). According to current available estimates, approximately 15% of ads published by Jobcentres concern employment opportunities identified by private agencies. During recent years a series of labour laws have been approved which aim to control the activities of private employment agencies, especially with regard to employment conditions for staff. Staff are hired directly or are placed with other employers. The most recent law dates back to 2000. Extensive use has also been made of market analyses and outsourcing in order to improve efficiency levels and cut employment service costs. In most cases the provision of employment and professional training services is contracted to suppliers “working in a mixed economic system”, including no profit associations and profit-making organisations. Furthermore testing was recently started up which provided for the outsourcing of an increasing number of basic services in relation to “New Deal” programmes as well as the so-called “Employment Zones”, i.e. the areas subject to measures to promote employment. In 2002 the government decided to merge the employment service and social security offices – formerly separate bodies – in an agency called Jobcentre Plus which reports to a single Ministry (Work and Pensions). The aim in this sense consists in creating a welfare state founded on the principle of “Employment First” for all individuals of working age. *Jobcentre Plus* currently obliges all categories of individuals entitled to benefits, to undergo interviews “aimed at employment”. Said individuals include single parents and people with disabilities as well as the traditional unemployed who submit applications to receive the benefits jobseekers are entitled to. *Jobcentre Plus* is currently undergoing extensive reorganisation which has led to rescaling of the role played by regional offices as well as an increase in the role played by district offices. Said reorganisation is accompanied by the transfer of budget control responsibilities from central/regional bodies to local districts.

**B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE**

*Jobcentre Plus* is the Department of Work and Pensions’ agency in charge of policies aimed at the population of working age. Said activity was launched ex novo in April 2003 and 25% of the launch of this new service has been completed at a national level. Its main
goal is to provide active, personalised support for all jobseekers in order to guarantee they receive the benefits they are entitled to. The organisation boast over 80,000 staff members and a budget of 3 billion pounds. Its main areas of responsibility at an institutional level are: matching employment opportunities (demand) and jobseekers(supply), placement; management/distribution of unemployment allowances and/or other benefits/"public social assistance projects”; assistance for disadvantaged target groups. Professional training does not figure among its institutional tasks and is instead the main responsibility of the “Learning and Skills Councils” which are separate bodies.

C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/ STRATEGIES OF PUBLIC EMPLOYMENT SERVICE

C.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand

The services provided consist in offer/diffusion of detailed information services on various opportunities for jobseekers and employers. In this regard Jobcentre Plus works in the end segment of the labour market and handles approximately 1/3 of the vacancies on the labour market. It was decided to increase the focus of the services provided on the labour demand and to make them cater more closely to employers’ needs. The figure of Account Manager was introduced for this purpose so as to manage and establish personalised relations with employers. This was correlated to the drawing up of an “employers charter” (regarding the service standards provided for). There was also a rapid increase in employer direct services, also in the form of online services (“employer direct” and “employer direct on-line”), allowing employers to enter vacancies by phone or via Internet. Collection/processing of curricula/job offers and relative databases is also important. In this sense the focus was placed on employer direct services and nowadays employers can choose whether candidates are pre-selected by Jobcentre staff or whether jobseekers should submit applications directly to their companies. All the unemployed receive advice and assistance on how to submit a job application or draft a CV as part of the extra support guaranteed to them. As far as the setting up of online services and self-consultation facilities is concerned: speedy modernisation was launched which provides for greater use of means such as the telephone and online technologies. All the local offices will soon be fitted with internet access points (Jobpoints) where users will be able to access the main information about vacancies using simplified tools and technology (push button).

Performance indicators (2002)

- Number of jobseekers registered per year: approximately 6 million individuals of working age and benefit recipients contact Jobcentre Plus while the majority of individuals limit themselves to a temporary contract.
- Number of job offers registered per year: the public employment sector handles
approximately 1/3 of vacancies.

- Average duration of matching supply/demand (number of days from first contact to recruitment): not available given that there were problems with obtaining data following the technological changes introduced. Approximately 10% of vacancies fell into this category.

- It should also be noted that the new front line service is provided by financial assessors who identify the benefits to be assigned, and personal consultants who provide work-related assistance. There are also specialised consultants for the long-term unemployed which form part of the “New Deal” programmes and the areas subject to measures to promote employment.

C.2 Increase workers’ employability and prevent long-term unemployment

The services provided are: detailed information services; professional training for the long-term unemployed; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); within certain limits this task falls within the responsibilities of the “learning and skills councils”; personalised, consulting services/assistance/support. All the long-term unemployed (LTU) benefit from consulting services from the sixth month of unemployment on. For individuals between the ages of 18 and 25, this process precedes participation in “New Deal” programmes which offer intensive employment-related assistance and also – in the case of individuals with placement problems – provide for employment benefits, contract jobs and professional training opportunities. On average the number of NDYP (New Deal for Young People) participants is around 95,000 young people per year, 40% of whom are placed in jobs without having to receive any assistance. Participation in the aforementioned programme by the long-term unemployed over the age of 25 is provided for when the period of unemployment exceeds 18 months. If they do not receive assistance from their personal consultant, they take part in “intensive activity periods” which may include professional training courses. The programme was changed in 2002. Upon completion of the programme approximately 40% of participants have found employment. In the areas with a particularly high unemployment rate, services for the long-term unemployed are provided in the areas subject to private operators’ measures to promote employment which seem to achieve the same results as the “New Deal” programme. The data related to “New Deal” programmes are published on a monthly basis and are available at: http://www.dwp.gov.uk/asd/asd1/new_deal/new_deal_young_jun2003.asp. In addition to programmes such as “New Deal”, there are a wide range of additional professional training programmes offered by local authorities through the “Learning and Skills Councils” and in some cases by Jobcentre Plus even though there are no complete data about the number of long-term unemployed involved or the results they achieved following participation in said programmes.
C.3 Encourage workers over the age of 50 to extend their working life
The services provided are: information about legislation, benefits and incentives aimed at encouraging workers over the age of 50 to remain on the labour market; personalised consulting services and activities through a voluntary programme called “New Deal” and targeted at individuals over the age of 50. The programme is open to those who have received state benefits for a period of more than 6 months allowing them to benefit from the support of a consultant and to have the chance to access other services (even if this programme does not include professional training).

C.4 Improve and increase the employability of women (in keeping with the gender mainstreaming programme and equal opportunities)
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; personalised, customer-oriented consulting services/assistance/support; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.).

C.5 Improve and increase the employability of people with disabilities
The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

C.6 Improve and increase the employability of workers who make use of subsidies
The services provided are diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

C.7 Support and guide businesses with regard to recruitment and developing human resource activities
The services provided are: information (about legal, tax and administrative matters); consulting services (about legal, tax and administrative matters, financial incentives to promote employment); help with looking for staff with high professional skills/qualified staff who meet employer’s criteria, analysis of the professional and training requirements of companies on the local labour market; professional training in line with the aforementioned requirements; information and/or advice about measures aimed at unmasking undeclared and illegal employment.

C.8 Promote more extensive geographical and professional mobility
The services provided are: information services (regarding legal matters, accommodation,
etc.) aimed at providing support for workers looking for employment in a different national geographical area or abroad; personalised services.

D. MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS

- Management by objectives.
- Total quality management system.
- Customer relations management.
- Customer satisfaction assessment.
4. NEW EU ACCESSION COUNTRIES

4.1 Cyprus

GENERAL INFORMATION (2002)

Population (thousands of units) 680
Population of working age (15-64, thousands of units) 448
Per capita income index (PPP) 76.4 (EU=100)
Activity rate 71.0%
Employment rate 68.6%
Unemployment rate (15-64) 3.8% men: 2.9% women: 5.0%
Long-term unemployment rate 0.8% men: 0.5% women: 1.2%

Name of employment service Office of employment and industrial training, Department of Work, Ministry of Labour and Social Security

Director (or other manager(s)) Eleni Kalava

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Geographical area(s) covered Republic of Cyprus

No. of local offices (per region/province) 4 regional labour offices and two local offices

No. of employees and external consultants/specialists Approximately 89 employees. External consultants/specialists are made use of as and when needed

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS

The whole administrative set-up underwent a major change with the introduction of a computerised system for the public employment service in 2000. The system was introduced in order to facilitate the placement of unemployed individuals in suitable jobs by matching candidates and vacancies advertised by employers. Nevertheless it must be said that the process of expanding and modernising the public employment service is still in an initial phase.

29 The term “Republic of Cyprus” does not include the north-eastern part of the island (“The Turkish Republic of Northern Cyprus”) and refers exclusively to the Cypriot territory acknowledged by the international community and therefore admitted to the European Union as from May 1st 2004.
B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE

- Matching of employment opportunities (demand) and jobseekers (supply), placement
- Professional training.
- Management/distribution of unemployment allowance and/or other benefits/ “public social assistance projects”.
- Assistance for disadvantaged target groups.

The aforementioned tasks are performed by the national employment service with the aim of achieving the following institutional goals:

- To provide advice and assistance with identifying and assessing labour market problems by obtaining and circulating data regarding unemployment and employment opportunities; studies and research on specific employment-related problems; analysis of the consequences of development policies on employment and assessment of the impact of policies and measures in the employment sector.
- To provide assistance and take part in developing/assessing employment.
- To cooperate and work with other private and public organisations in order to achieve the best possible distribution, use and mobilisation of human resources.
- To contribute to the normal functioning of the labour market, helping those looking for work to find a suitable job and helping employers to find suitable staff via registration and placement services by: a) facilitating professional and geographical mobility by supplying pertinent information to jobseekers and employers; b) starting up and running programmes/plans for certain categories of workers who have to deal with specific problems c) providing vocational guidance and advice regarding employment opportunities and training.

C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF THE PUBLIC EMPLOYMENT SERVICE

C.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand

The services provided are: offer/diffusion of detailed information services on various opportunities for jobseekers and employers; adoption of a computerised system for the public employment service in order to facilitate the procedures for placing jobseekers in suitable jobs by matching candidates and vacancies advertised by employers. The introduction of online services and self-consultation facilities and the collection/processing of curricula/job offers and creation of relative databases are still not planned at the present moment in time.

Performance indicators (2002)

- Number of jobseekers registered per year: 16,552.
- Number of job offers registered per year: 19,733.
- Average duration of matching supply/demand (number of days from first contact to
recruitment): 4.2 months.

C.2 Improve and increase the employability of women
The services provided mainly consist of circulating information about training/initiatives/projects targeted at these categories. As far as this service is concerned no type of professional training or activities to promote/provide on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.) are planned.

C.3 Improve and increase the employability of people with disabilities
The services provided are: circulation of information about training/initiatives/projects targeting this category; promotion/offer of on-the-job training programmes. The Department of Work boasts a specific service (Assistance for and rehabilitation of people with disabilities) which deals with all the problems concerning people with disabilities and runs programmes whose aims include improving and increasing the employability of this category.

C.4 Improve and increase the employability of workers who make use of subsidies
The services provided mainly consist of circulating information about training/initiatives/projects targeted at these categories.

C.5 Support and guide businesses with regard to recruitment and developing human resource activities
The services provided focus on help in looking for staff with high professional skills/qualified staff who meet employers’ criteria

Performance indicators (2002)
- Number of potential users: 61,107.

C.6 Promote wider/more extensive geographical and professional mobility
There are no specific services connected with this category. Nevertheless all the staff members are responsible for promoting geographical and professional mobility in the form of vocational guidance and advice about employment and training opportunities for jobseekers and by providing information of importance to employers since it represents a tool for dealing with the inequality of the labour market. No management systems and performance assessment models are planned at the present time.

D. “COEXISTENCE” MODELS
At the present moment there are no services/departments/initiatives that compete or work with the private employment agencies (PRES) given that regulations regarding the establishment and operation of said agencies were only set forth recently.
E. WORKING WITH OTHER ACTORS
A body comprising the tripartite advisory committees for the implementation of national employment policies that report to the Ministry of Labour has been put together. A wide-reaching, extensive network of advisory bodies contained within the general employment management system operates at all levels and with regard to all employment-related matters. The social partners and other social and political groups, which work via various advisory committees (both permanent and ad hoc), play an important role in formulating, implementing and assessing policies. In spite of their official advisory position, these committees play a key role part by virtue of the importance attributed by the government to group efforts and social solidarity as a way to achieve development goals. Among these committees we wish to point out the national “Labour Advisory Council” which is responsible for advising the Ministry of Labour and Social Security on all matters related to employment and social policy, and the “District Labour Advisory Councils” which work at a local level. Other committees include the “Apprenticeship Council”, “Apprenticeship Committees”, “District Labour Advisory Committees”, etc. It should be noted that other actors such as municipal administrations, semi-public organisations, etc are invited to take part in the meetings of “District Labour Advisory Committees”.

F. COMPUTERISATION OF DATA PROCESSING AND SUPPLY OF ONLINE SERVICES
A self-consultation service via Internet is currently being set up.

G. INTERNATIONAL COOPERATION BETWEEN DIFFERENT STATES’ PUBLIC EMPLOYMENT SERVICES
Some related initiatives are currently being carried out.

H. MAIN TRENDS OF POLITICAL/REGULATORY FRAMEWORK
The Strategic Development Plan 1999-2003 is currently being carried out and a new Strategic Development Plan 2004-2006 is planned. The development and modernisation of the public employment service feature among the key measures included in these plans. The main aim is to develop facilities that will help implement a preventive, employability-oriented strategy. This requires the public employment service to be transformed into a flexible, decentralised system providing high quality services. The taking on of new roles and responsibilities connected to the modernisation of the public employment service involves major changes to the organisational structure and working procedures. Other important measures include: a) the creation of flexible, decentralised, quality systems to provide services that meet local needs b) personalised. Specialised services for individual categories of people, e.g. women, mature workers and people belonging to socially vulnerable groups.
4.2 Czech Republic

GENERAL INFORMATION (2002)

Population (thousands of units) 10,215
Population of working age (15-64, thousands of units) 7,184
Per capita income index (PPP) 61.9 (EU=100)
Activity rate 70.7%
Employment rate 65.5%
Unemployment rate (15-64) 7.3% men: 5.9% women: 9.0%
Long-term unemployment rate 3.7% men: 3.0% women: 4.5%

Name of employment service Employment Services Administration

Director (or other manager(s)) Tomáš Špiroch (Chief Executive)

Contacts (email, telephone, fax) Tomas.Spiroch@mpsv.cz
Tel. +420 2 2192 3498
Fax: +420 2 2192 3227
Address: Na Poříčním právu 1 - 128 01 Praha 2

Geographical area(s) covered Czech Republic

No. of local offices (per region/province) 77

No. of employees and external consultants/specialists

At the present moment the number of staff employed by the service totals 5,042. A process to significantly increase staff numbers was launched on April 1 2004, the reason for this being the new areas of responsibility linked to benefits and social assistance measures. This means that the number of staff working in the employment offices should total approximately 8,000. 117 officers are employed at a central level (i.e. at the head office of the Employment Services Administration).

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS

In the Czech Republic the public employment services, in their capacity as internal bodies of the state administration, were set up in 1990, modelling themselves on a set-up which already existed in the autonomous regions. As a result of major social changes involving the entire Czech community related to the transition to a market economy, new regulations regarding employment were enforced in 1991 together with a set of provisions aimed at controlling the tasks and policies attributed to employment centres and other structures operating on the labour market, both private and public. More specifically there are two laws which form the regulatory framework for the development of private and public employment services. In fact private operators have been authorised to work in the labour mediation area since 1991. However at that time they were subjected to the conditions that the activities they performed were strictly no profit. The only money which the agencies could receive was from employers who contacted the agencies to look for workers, and in any case this was limited to the costs borne for mediation. From October 1 1999 private agencies were authorised to set a price they felt
was correct for carrying out activities to satisfy customers’ requests, and obtain suitable profit from this. As far as the public employment services are concerned, the law dating back to 1991 allows them to acquire specialist activities provided that they are aimed at workforce requalification.

B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE
- Matching of employment opportunities (demand) and jobseekers (supply), placement
- Professional training.
- Management/distribution of unemployment allowance and/or other benefits/ “public social assistance projects”.
- Assistance for disadvantaged target groups.

C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF THE PUBLIC EMPLOYMENT SERVICE

C.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand
The main services provided with regard to this mission are: offer/circulation of detailed information regarding a variety of opportunities for jobseekers and employers; collection/processing of curricula/job offers and relative databases; setting up of online services and self-consultation facilities.

Performance indicators (2003)
- Number of unemployed registered per year: 521,583; 2004-2006 forecast: 530,000 – 540,000.
- Number of vacancies registered per year: 42,508.
- Average duration of matching supply/demand (number of days from first contact to hiring): 239 (note: figures refers to Q4 2003, on an annual basis).
- Number of staff members specifically assigned to these services: 30.

C.2 Increase workers’ employability and prevent long-term unemployment
The services provided are: detailed information services; professional training for the long-term unemployed; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); customised services and personalised consulting services/assistance/support.

Performance indicators (2003)
- Number of long-term unemployed involved in professional training projects (courses, initiatives, etc.): 12,284 (22.8% of whom involved in specific professional training schemes).
- Percentage of long-term unemployed involved in the aforementioned schemes that
found employment within a year: approximately 27%.

- It must be noted that for the PES in question, it was difficult to state a priori the average number of individuals involved given the problematic, constantly changing area of labour market issues, with particular reference to unemployment.

C.3  **Encourage workers over the age of 50 to extend their working life**
The services provided are: information about legislation, benefits and incentives aimed at encouraging workers over the age of 50 to remain on the labour market; personalised consulting services and activities.

C.4  **Improve and increase the employability of women**
The services provided are: circulation of information about training/initiatives/projects targeting this category; professional training; personalised, customer-oriented consulting services/assistance/support; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.).

Performance indicators (2003)
- Number of women involved in training schemes: 32,671.
- Percentage of women involved in the aforementioned schemes that found employment within a year: 42.3%.

C.5  **Improve and increase the employability of people with disabilities**
The services provided are: circulation of information about training/initiatives/projects targeting this category through local labour offices; professional training through local labour offices and non-governmental organisations; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support; the service takes the form of individual plans for jobseekers combined with “motivational courses”; specific types of counselling, provided for by legislation, are available for other socially disadvantaged categories such as the long-term unemployed, and people with disabilities.

Performance indicators
- Number of people with disabilities involved in professional training activities: 3,429.
- Percentage of people with disabilities involved in the aforementioned activities that found employment within a year: 32.3%.
- Number of staff members specifically assigned to these services: an average of 1-2 per labour office.

C.6  **Improve and increase the employability of workers who make use of subsidies**
The services provided are: circulation of information about training/initiatives/projects
targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

C.7 Support and guide businesses with regard to recruitment and developing human resource activities

The services provided are: information (about legal, tax and administrative matters); consulting services (about legal, tax and administrative matters, financial incentives to promote employment); help in looking for staff with high professional skills/qualified staff who meet employer's criteria.

In accordance with a government ruling, a specific body set up to deal with the illegal employment of foreigners (MOPNCZC, Meziresortní orgán pro potírání nelegálního zaměstnávání cizinců) with the main goal of stepping up the fight against illegal employment[^30] was created inside the administration of the Ministry of Labour and Social Security in 2001. The MOPNCZC primarily deals with analysing and monitoring illegal employment of foreigners, transmitting information to the ministries concerned and the government and designing methods to fight illegal employment, above all with regard to regulations, control and prevention. In addition to the Ministries directly involved (Ministry of Labour and Social Policies, Ministry of the Interior, Ministry of Finance, Ministry of Trade and Industry), the Ministry of Justice, the Ministry of Health, the social partners and organisations responsible for research and control are also represented. Government bodies formulate specific regulations and draw up policies to repress, control and prevent illegal employment on the basis of annual reports drafted at a ministerial level (in particular by the Ministry of Labour, Ministry of the Interior and Ministry of Trade and Industry) which look at the state of the art and development of illegal employment. It is considered especially important to encourage activities aimed at supervising the mechanisms which allow for the legal inclusion of foreigners in the labour market and the underlying dynamics, alongside repressive control. At the time of our research a new law on employment was being put together which aimed to make the fight against illegal employment more successful. Said law will include, among other things, a clearer, more complete definition (and therefore subject to clear interpretation) of “illegal employment” in order to allow for more effective control of the phenomenon and the most transparent and easy application of relative penalties. Clauses referring to the control methods used by the Employment Services will be included in the aforementioned legislation. For example said legislation will include an obligation for

[^30]: The initiative is largely inspired by the French success story which saw the setting up of a similar structure called DILTI (Délegation interministérielle à la lutte contre le travail illégal).
foreigners owning companies (used to mean a business activity) to submit their employment cards and work permits, and not just for foreign employees. In the past the obligation of a “work permit” was not considered necessary. The aim of this reform is basically stop foreigners from continuing to bypass labour market regulations.

C.8  Promote wider/more extensive geographical and professional mobility
The services provided are basically information services (regarding legal matters, accommodation, etc.) aimed at providing support for workers looking for employment in a different national geographical area or abroad.

D. MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS
- Management by objectives.
- Total quality management.
- Customer relations management.
- Customer satisfaction assessment.

E. “COEXISTENCE” MODELS
Private agency operators need specific authorisation, granted by the Ministry of Labour in order to carry out their work. Said authorisation can be revoked in some circumstances set forth by law. The public services do not view the private services as competitors but as partners working to achieve effective joint management of market and employment-related issues. However to date there are no specific initiatives of this kind.

F. WORKING WITH OTHER ACTORS
The law which currently governs the labour market (“Law on Employment”) and defines the conditions and real possibilities of supporting the creation of new jobs provides for other actors, both private and public to play an important role. Said actors include non-governmental organisations, trade unions and employer associations, other public administration bodies and other organisations and associations that are an expression of the “civil society”.

G. COMPUTERISATION OF DATA PROCESSING AND SUPPLY OF ONLINE SERVICES
Users from all categories can find information about the following in the Employment Services Administration section of the Ministry of Labour and Social Affairs’ website:
- the world of work: legal and fiscal aspects, economic data and labour market statistics;
- private employment services (PRES);
- the main vacancies;
- a complete list of the websites of the local labour offices located throughout the country;
- information about the main community programmes and initiatives co financed by the ESF.
H. INTERNATIONAL COOPERATION BETWEEN DIFFERENT STATES’ PUBLIC EMPLOYMENT SERVICES
The PES is involved in a profitable partnership with the World Association of Public Employment Services (WAPES) and systematically takes part in regular meetings with the General Management of Employment Services in Central Europe which the Czech Republic, Slovakia, Austria, Hungary, Slovenia and Croatia all belong to.

I. MAIN TRENDS OF POLITICAL/REGULATORY FRAMEWORK
The most important reforms/modernisation planned for the medium and long term are reform of the “Law on Employment” and reform of the Labour Law. The Law on Employment, as recently amended, identifies and defines “individuals of reduced working ability” whose complete reintegration into the world of work is the prime focus on the local labour offices’ activities, in keeping with the policy approach adopted at a central level.
4.3 Estonia

GENERAL INFORMATION (2002)

Population (thousands of units) 1,356
Population of working age (15-64, thousands of units) 556
Per capita income index (PPP) 40.1 (EU=100)
Activity rate 69.3%
Employment rate 62%
Unemployment rate (15-64) 9.1% men: 9.8% women: 8.4%
Long-term unemployment rate 4.8% men: 5.7% women: 3.8%

Name of employment service Labour market department
Director (or other manager(s)) Mati Ilisson (Chief Executive)
Contacts (email, telephone, fax) e-mail: tta@tta.ee; Tel. +372 625 7700 - Fax: +372 628 7702
Address: Luha 16, Tallinn, 10129, Estonia

Geographical area(s) covered Estonia
No. of local offices (per region/province) 16 (one per county and one in the capital)
No. of employees and external consultants/specialists 279 staff members (46 at the head office of the Labour market department, 279 in the local offices)

A. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE
- Matching of employment opportunities (demand) and jobseekers (supply), placement.
- Professional training.
- Management/distribution of unemployment allowance and/or other benefits/ “public social assistance projects”.
- Assistance for disadvantaged target groups.

B. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF THE PUBLIC EMPLOYMENT SERVICE

B.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand

The services provided are: offer/circulation of detailed information regarding a variety of opportunities for jobseekers and employers; adoption of a computerised system for the public employment service in order to facilitate the procedures for placing jobseekers in suitable jobs; receipt and processing of curricula and vacancies on the labour market and management of relative databases; introduction of online services and relative “self-service” services (the latter became available from December 2003).

Performance indicators (2002)
- Number of unemployed registered per year: 108,006.
Number of vacancies registered per year: 16,071.

B.2 Increase workers’ employability and prevent long-term unemployment
The main services provided are: detailed information services on opportunities for individuals looking for employment; professional training, in particular for the long-term unemployed; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.) – it should be noted that a project to develop new types of apprenticeship is currently being drawn up even if the PES will not be responsible for said project; customised services and personalised consulting services/assistance/support in the form of individual action plans (introduced in 2002) which will be made obligatory for jobseekers and legally amended by the law maker in 2004/5; distribution and management of unemployment benefits aimed at creating independent employment.

B.3 Improve and increase the employability of people with disabilities
The services provided are: professional training; personalised, customer-oriented consulting services/assistance/support; in this regard some special initiatives targeted at people with disabilities, which are currently being put together, will be launched in 2004. Some types of benefits/relief for employers that hire individuals belonging to disadvantaged categories (including people with disabilities) are also planned.

B.4 Improve and increase the employability of workers who make use of subsidies
The services provided are: circulation of information about training/initiatives/projects targeting this category; different types of professional training as well as personalised, customer-oriented consulting services/assistance/support are also available, e.g. the aforementioned “individual action plans” which should be made obligatory by 2004.

B.5 Support and guide businesses with regard to recruitment and developing human resource activities
The services provided are: analysis of the professional and training requirements of companies on the local labour market; information and/or advice about measures aimed at unmasking undeclared and illegal employment; professional training aimed at meeting the training needs of the local labour market and companies’ requirements.

Performance indicators (2002)
• Number of registered companies (actual users): 8,000.
• Number of potential users: 35,000.

C. MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS
Management by Objectives (MBO).
D. “COEXISTENCE” MODELS
Most of the private operators in the employment sector are concentrated in the more qualified sectors of the labour market (mainly managerial profiles especially in advanced services, the more specialised sectors and so forth) even if the ever increasing share of qualified employment the public employment service has to handle means that there is no strict, definite “segmentation”, by profile or by sector, in the respective market areas where private and public operators work.

E. WORKING WITH OTHER ACTORS
In Estonia there are local level “Labour councils”. These are tripartite bodies comprising local employment centres (labour offices), trade unions and employer associations. Starting from 2004 the same tripartite “local labour governance model” should be reproduced at a central level.

F. COMPUTERISATION OF DATA PROCESSING AND SUPPLY OF ONLINE SERVICES
There has been a particularly important development in this area during recent years on a par with other national systems in the Northern European and Baltic area. In October 2002 a new information system used to maintain and manage data stored in the PES national databases and referring to all the country was successfully tested. In December 2003, as mentioned previously, the “self-service” services system was launched. Just like other models successfully tested in Europe, which are based on advanced service integration and interaction of labour market actors, this system is targeted at the unemployed, employers and professional training institutes. It allows the unemployed to enter their CVs into the system (connected to the national CV database) and obtain information about the training opportunities available to them, and the employers to enter their vacancies and staff requests as well as to look for the specific professional training they intend to offer their workers.

G. MAIN TRENDS OF POLITICAL/REGULATORY FRAMEWORK
Starting from 2001, government action targeted at social groups “at risk” (mainly the long-term unemployed and young people) was stepped up. In this regard three main projects were in the testing phase at the end of 2002. One of these involved the long-term unemployed, another involved workers with little experience (mainly gained in apprenticeship programmes) while a third was aimed at supporting the start up of businesses.
4.4 Hungary

GENERAL INFORMATION (2002)

Population (thousands of units) 9,861
Population of working age (15-64, thousands of units) 3,831
Per capita income index (PPP) 53.4 (EU=100)
Activity rate 60.1%
Employment rate 56.6%
Unemployment rate (15-64) 5.6% men: 6.0% women: 5.1%
Long-term unemployment rate 2.4% men: 2.7% women: 2.1%

Name of employment service National Employment Office

Geographical area(s) covered Hungary

No. of local offices (per region/province) 20 regional employment offices, 173 local employment offices

No. of employees and external consultants/specialists 4,600 employees and 500 external consultants making a total of 5,100

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS

The Hungarian labour market organisation has undergone various stages of development since it was set up in 1991 and, in the midst of the ongoing changes, has been subject to constant reform. As far as the professional aspect is concerned, some of the most important short-term development phases are listed below:

- Phase I: Extensive reorganisation of unemployment benefit system; Development of employment policy tools; forms of support; establishment of procedural regulations for labour mediation and guarantee of best level of efficiency possible with regard to how they work.

- Phase II: Development of services for the labour market (careers and employment guidance, advice with job searching, job clubs, personal development training, psychological and rehabilitative consultancy); complex programmes for the labour market involving a large number of individuals (combined use of labour market services and active tools); complex programmes for the labour market involving smaller groups (combined use of labour market services and active tools); Promotion of employment conditions in line with the regional development process; The most recent phase and the most important challenge involve preparations to successfully fulfil the requirements connected with membership of the European Union.

- Phase III: includes fulfilment of the requirements connected with membership of the European Union, harmonisation of legislation, preparation of National Development Plan and Human Resources Development Programme, preparation for access to European Social Fund (ESF), membership of EURES system, modernisation of PES.
B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE
- Matching of employment opportunities (demand) and jobseekers (supply), placement.
- Professional training.
- Management/distribution of unemployment allowance and/or other benefits/ “public social assistance projects”.
- Assistance for disadvantaged target groups.

C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF THE PUBLIC EMPLOYMENT SERVICE

C.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand
The services provided are: offer/circulation of detailed information regarding a variety of opportunities for jobseekers and employers; preparation of “World of Work” programme for the unemployed and individuals wishing to change job; collection/processing of curricula/job offers and relative databases; setting up of online services and self-consultation facilities.

Performance indicators (2002)
- Number of new vacancies contained in databases, notified to the PES or taken from other sources (e.g. newspapers or other vacancy databases), etc.: 438,700.

C.2 Increase workers’ employability and prevent long-term unemployment
The main services provided are: detailed information services; professional training for the long-term unemployed; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); individual services and personalised consulting services/assistance/support.

C.3 Encourage workers over the age of 50 to extend their working life
The services provided are: information about legislation, benefits and incentives aimed at encouraging mature workers to remain on the labour market; personalised consulting services and activities.

C.4 Improve and increase the employability of women
The services provided consist in professional training.

C.5 Improve and increase the employability of people with disabilities
The services provided are: circulation of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.
C.6 Improve and increase the employability of workers who make use of subsidies

The services provided for this user target are: circulation of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

C.7 Support and guide businesses with regard to recruitment and developing human resource activities

The services provided are: information (about legal, tax and administrative matters); consulting services (about legal, tax and administrative matters, financial incentives to promote employment); help in looking for staff with high professional skills/qualified staff who meet employer's criteria; analysis of the professional and training requirements of companies on the local labour market; professional training in line with the aforementioned requirements; information and/or advice about measures aimed at unmasking undeclared and illegal employment.

D. MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS

- Management by objectives.
- Total quality management.
- Customer relations management.
- Customer satisfaction assessment.
4.5 Latvia

GENERAL INFORMATION (2002)

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<th>Description</th>
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<tr>
<td>Population of working age (15-64, thousands of units)</td>
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<td>Employment rate</td>
<td>60.4%</td>
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<tr>
<td>Unemployment rate (15-64)</td>
<td>12.8% men: 13.7% women: 11.8%</td>
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<tr>
<td>Long-term unemployment rate</td>
<td>5.8% men: 6.5% women: 5.0%</td>
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<tr>
<td>Name of employment service</td>
<td>Public employment agency (former no profit, state-invested organisation - “Public employment service of Latvia”)</td>
</tr>
<tr>
<td>Director (or other manager(s))</td>
<td>Alvis Vītols</td>
</tr>
<tr>
<td>Contacts (email, telephone, fax)</td>
<td>38 Kr. Valdemara Street, Riga LV-1010, Latvia - Tel. 371 7021706 - Fax: 371 7270253 - <a href="mailto:nvd@nvd.gov.lv">nvd@nvd.gov.lv</a></td>
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<tr>
<td>Geographical area(s) covered</td>
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<td>No. of local offices (per region/province)</td>
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</tr>
<tr>
<td>No. of employees and external consultants/specialists</td>
<td>558 employees</td>
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A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS
The basic characteristics of the main legislative/regulatory initiatives adopted in the active employment policy areas shown and the relative year of implementation are as follows:

- Latvia’s public employment service was set up in 1991 (comprising an executive committee, 3 local agencies, 25 local offices and 5 branches).
- In 1994 it was reorganised into a public service regulated by the “Laws on State Employees” (executive committee, 6 local agencies, 28 local offices and 40 branches).
- In 1999 it was transformed into a no profit, state-invested organisation (executive committee, 28 local offices and 34 branches).

On October 1 2003 Latvia’s public employment service amended its legal status and went from being a no profit, state-invested organisation to being a public agency called the “Public Employment Agency”. In this way the public employment service taken over the tasks assigned to the “Professional Consultancy Centre” with regard to determining professional suitability. As far as the promotion of competition with regard to the services provided by the PES is concerned, private agencies were granted authorisation in 1993.

B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE
- Matching of employment opportunities (demand) and jobseekers (supply), placement.
Professional training.
Assistance for disadvantaged target groups.
Organisation and Implementation of active labour market measures.
Professional training and requalification of the unemployed.
Temporary paid work in the public sector.
Measures to promote competitiveness (job clubs).
Measures to favour disadvantaged groups: internships for young people without work (18-25), subsidised employment for people with disabilities, subsidised employment for mature people without work (women over the age of 50 and men over the age of 55 through to retirement age), social companies for the long-term unemployed and mature people without work (women over the age of 50 and men over the age of 55 through to retirement age).
Involvement in the development and implementation of the national employment plan.
Registration of jobseekers and the unemployed.
Enter of job offers.
Analyses and forecasts based on surveys carried out by employers (by companies) on the labour market situation.
Advice for the unemployed and jobseekers on matters regarding professional suitability, selection of a suitable job and professional requalification.

C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF THE PUBLIC EMPLOYMENT SERVICE

C.1  Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand

The services provided are: offer/circulation of detailed information regarding a variety of opportunities for jobseekers and employers; jobseekers, the unemployed and employers obtain information via the public employment service website, self-consultation points located in public employment service offices and the daily press and by asking public employment service workers for the information they need; collection/processing of curricula/job offers and relative databases; setting up of online services and self-consultation facilities.

Performance indicators (2002)
- Number of jobseekers registered per year (individuals with unemployed status): 107,895.
- Number of job offers registered per year in 2002 (please note that employers are not obliged to forward their job offers to the public employment service): 48,476.
C.2 Increase workers’ employability and prevent long-term unemployment

The services provided include: detailed information services; professional training for the long-term unemployed; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.): in 2002, 128 long-term unemployed individuals (unemployed for over a year) took advantage of measures to support disadvantaged groups. The individual services and personalised consulting services /assistance/support provided must also be mentioned: individual consultancy (of psychologists, lawyers, help with preparing a CV) as part of the measures aimed at promoting competitiveness; professional suitability advice for the selection of suitable professional requalification; professional suitability consultancy provided by the “Professional Consultancy Centre”; temporary paid work in the public sector (which in 2002 involved 8,091 long-term unemployed individuals); measures aimed at promoting competitiveness (at the so-called “Job clubs” which in 2002 involved 4,114 long-term unemployed individuals).

Performance indicators (2002 unless stated otherwise)

- Number of long-term unemployed that took part in professional training projects (courses, initiatives, etc.): 675.
- Number of long-term unemployed who received personalised advice: 180 long-term unemployed received professional suitability advice from the “Professional Consultancy Centre”.
- Number of long-term unemployed who found employment within a year: 2,258 long-term unemployed found employment after taking part in professional training and requalification schemes in 2002 (including the long-term unemployed who completed training courses in 2001 and those who became long-term unemployed during the training period).

C.3 Encourage workers over the age of 50 to extend their working life

The services provided are: information about legislation, benefits and incentives aimed at encouraging mature workers to remain on the labour market; personalised consulting services and individual activities: (which include individual consultancy with the help of psychologists, lawyers and help with preparing a CV); professional suitability advice for the selection of suitable professional requalification; professional suitability consultancy provided by the “Professional Consultancy Centre”; on-the-job training programmes which 154 mature unemployed individuals (women over the age of 50 and men over the age of 55 through to retirement age) took advantage of in 2002 through measures specifically targeting disadvantaged groups; temporary paid work in the public sector (which in 2002 involved 3,611 mature unemployed individuals); lastly measures aimed at promoting competitiveness (through the aforementioned “Job clubs”) which in 2002 involved 3,673 mature unemployed individuals).
Performance indicators (2002)

- Number of mature workers that took part in lifelong learning schemes: 363 mature unemployed individuals took advantage of professional training and requalification schemes for the unemployed.
- Number of mature workers that received personalised advice: 59 mature unemployed individuals received professional suitability advice from the “Professional Consultancy Centre”.

C.4 Improve and increase the employability of women

The services provided are: circulation of information about training/initiatives/projects targeting this category; professional training; personalised, customer-oriented consulting services/assistance/support (in accordance with the methods listed above for other categories of users) and professional suitability advice from the “Professional Consultancy Centre”; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); during 2002, 257 women took part in measures in favour of disadvantaged groups; temporary paid work in the public sector (which involved 7,782 women in 2002); measures aimed at promoting competitiveness (through the “job clubs”, which involved 21,478 women in 2002).

Performance indicators (2002)

- Number of women that took part in professional training activities: 3,238 women took advantage of professional training and requalification schemes for the unemployed.
- Number of women that received personalised advice: 1,476 women received professional suitability advice from the “Professional Consultancy Centre”.
- Number of women that found employment within a year: 3,156 women found employment after taking part in professional training and requalification schemes for the unemployed (including women who completed training courses in 2001).

C.5 Improve and increase the employability of people with disabilities

The services provided are: circulation of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); in 2002, 10 people with disabilities took advantage of the measures in favour of disadvantaged groups (in the form of “subsidised employment for people with disabilities”); personalised, customer-oriented consulting services/assistance/support: individual consultancy and professional suitability advice for the selection of suitable job and professional requalification; temporary paid work in the public sector (which involved 242 people with disabilities in 2002).
C.6 Improve and increase the employability of workers who make use of subsidies

Services provided for this user target are: circulation of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support: individual consultancy and professional suitability advice for the selection of suitable job and professional requalification; professional suitability advice from the “Professional Consultancy Centre”.

C.7 Support and guide businesses with regard to recruitment and developing human resource activities

The services provided are: information (about legal, tax and administrative matters); consulting services (about legal, tax and administrative matters, financial incentives to promote employment); help in looking for staff with high professional skills/qualified staff who meet employer's criteria; analysis of the professional and training requirements of companies on the local labour market; professional training in line with the aforementioned requirements.

Performance indicators (2002)

- Number of registered companies (actual users): the public employment service worked with 16,935 companies in 2002.
- Number of employees specifically assigned to this department/these services: approximately 30%-40% of the total public employment service staff has worked with employers.

C.8 Promote wider/more extensive geographical and professional mobility

The services provided are mainly of an informative nature (regarding legal matters, accommodation, etc.) aimed at providing support for workers looking for employment in a different national geographical area or abroad. Some important intergovernmental agreements can be mentioned in this regard such as: the agreement between the German Federal Republic and the government of the Republic of Latvia on foreign workers (which allowed 73 people to find employment in 2002), the agreement with the German Federal Republic on the work of employees of Latvian companies within the framework of agreements on contracting companies (with 236 people employed per month in 2002), and on the work of students during summer vacations (111 students employed in 2002); lastly an agreement has been entered into with Sweden regarding trainee exchanges (55 trainees employed in 2002).

Performance indicators (2002)

- Number of employees specifically assigned to this department/these services: 6-8 public employment service workers.
D. MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS
Customer satisfaction assessment have been introduced through research on the citizens’ level of information in relation to the public employment service carried out by the “Public Opinion Research Centre” (SKDS)).

E. “COEXISTENCE” MODELS
Latvia’s public employment service authorises and supervises the private employment services pursuant to Cabinet Ruling no. 26 of 20.01.2003, entitled “Authorisation and supervision of corporate bodies providing employment services for a charge”. The private employment agencies’ job is to provide employment services for a charge immediately after obtaining the public employment service’s authorisation. The public employment service forms a commission for granting authorisation, resolving upon whether to issue authorisation, revoke authorisation or extend its validity. The commission is formed of representatives of the Ministry of Foreign Affairs, the Ministry of the Interior, the Ministry of Welfare, the Public Labour Inspectorate and the Public Employment Service. In 2002, the public employment service granted authorisation to 30 private employment agencies.

F. WORKING WITH OTHER ACTORS
The main type of partnership with other leading institutions concerns the drawing up of the “National employment plan” (NAP). Drafting of the NAP on an annual basis is coordinated by the Ministry of Economy but the main body in charge of planning employment is the NAP working group formed of representatives of almost all of Latvia’s ministries, the confederation of trade unions, the confederation of employers, local administrations and the public employment service. The working group is responsible for drafting the NAP and coordinates its implementation. Responsibility for specific measures is assigned while the plan is being drawn up and each of the participating institutions is subsequently responsible for the measures assigned to them as well as periodic monitoring. Monitoring and overall assessment are carried twice a year under the supervision of the Ministry of Economy. And every year the local public employment service offices together with the municipal administrations draw up action plans to promote employment. The representatives of local public employment service offices take part in various working groups and municipal councils organised by the municipal administrations where issues related to the world of work are discussed. The public employment service’s partners in the area of organisation and implantation of measures for temporary paid work in the public sector are for the most part municipal administrations. Municipal administration representatives are also involved in the tenders with regard to measures in favour of disadvantaged groups. Lastly the public employment service outsources professional training and requalification for the unemployed for which funding has been provided. The public employment service organises tenders for education institutes with the aim of selecting the best learning programmes for the
professional training and requalification of the unemployed which are also profitable from a financial viewpoint.

G. COMPUTERISATION OF DATA PROCESSING AND SUPPLY OF ONLINE SERVICES

Latvia’s public employment service cannot boast any real web database containing job offers and the names of jobseekers. The website homepage - www.nvd.gov.lv – only allows for straightforward self-consultation, i.e. consultation of jobseekers’ CVs for companies and consultation of job offers for individuals looking for work. The creation of a centralised web database is planned for 2004-2005.

H. INTERNATIONAL COOPERATION BETWEEN DIFFERENT STATES’ PUBLIC EMPLOYMENT SERVICES

From the mid 1990s on Latvia’s public employment service has worked closely with the Swedish labour market department (AMS). The project entitled “Development of the public employment service of Latvia in compliance with EU regulations” was launched in 2002. Various projects were started up together with the Danish Ministry of Labour. The project entitled “Development of Latvia’s information strategy in the public employment service” was successfully completed by spring 2003 and another project entitled “National, regional and municipal management of the project to support active labour market initiatives in keeping with the national employment strategies” will be completed by 2004. The EU’s PHARE Twinning project with Germany’s Bundesanstalt für Arbeit - “Establishment of institutions to implement the employment strategy” - will be launched at the end of September 2003. In 1998, Latvia’s public employment service signed a Memorandum on cooperation with Lithuania’s Employment Centre and in 1991 with Estonia’s Labour Market Department. Latvia’s nine local public employment service offices have established good relations with the local offices in Estonia and Lithuania. The director of the public employment service is a member of the World Association of Public Employment Services (WAPES).
4.6 Lithuania

GENERAL INFORMATION (2002)

| Population (thousands of units) | 3,453 |
| Population of working age (15-64, thousands of units) | 1,379 |
| Per capita income index (PPP) | 39.8 (EU=100) |
| Activity rate | 69.6% |
| Employment rate | 59.9% |
| Unemployment rate (15-64) | 13.1% men: 13.3% women: 13.0% |
| Long-term unemployment rate | 2.4% men: 2.7% women: 2.1% |
| Name of employment service | Employment Office of Lithuania |
| Director (or other manager(s)) | Vidas Šlekaitis |
| Contacts (email, telephone, fax) | e-mail: info@ldb.lt Tel. +370 - 5 2360770 - Fax: +370 - 5 2360788 Geležinio Vilko 3a, LT-2600, Vilnius www.ldb.lt |
| Geographical area(s) covered | Lithuania |
| No. of local offices (per region/province) | 46 |
| No. of employees and external consultants/specialists | 1,465 |

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS

During 2002 the work of Lithuania’s Employment Office underwent modernisation based on the following:

- improvement of the quality of work;
- creation of new standards for specialist mediation and consulting services and development of relative model;
- development of information management system in order to assess the quality of services provided;
- introduction of a single telephone number for employers to use to notify job offers;
- setting up of six permanent working groups with the aim of improving the local employment offices’ activities so as to ensure effective, high quality services, organising labour market monitoring and disclosing information about the services provided;
- development of open information services and direct services;
- creation of two new youth employment centres;
- introduction of modern computer technology currently being developed for the “online employment office” and expansion of the online “Talent Bank” to meet the need for qualified workers.
- introduction of new programmes, more specifically the implementation of a training
programme to update the professional qualifications and practical skills of the long-term unemployed, and the modernisation of a programme to support young people based on developing the support programme for refreshing young people’s professional skills. Implementation of the local employment initiatives project had a considerable effect and led to the creation of 400 jobs. Lastly individual careers management programmes will be expanded on in order to guarantee the career of highly qualified individuals.

2001 saw the end of the state monopoly on employment services in Lithuania and the beginning of private employment services. Implementation of the “PHARE LT0006.01 Twinning Project as part of the “Improvements of management by objectives and management of information in the Lithuanian labour market institutions” laid the foundations for decentralisation of labour market policy. An additional 9 county employment offices were set up throughout the country at the beginning of 2004.

B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE

- Matching of employment opportunities (demand) and jobseekers (supply), placement.
- Professional training.
- Management/distribution of unemployment allowance and/or other benefits/ “public social assistance projects”.
- Assistance for disadvantaged target groups.

C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF THE PUBLIC EMPLOYMENT SERVICE

C.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand

The services provided are: offer/diffusion of detailed information services on various opportunities for jobseekers and employers, online job offers, online database of highly qualified jobseekers called “talent bank”; self-consultation information centre; collection/processing of curricula/job offers and relative databases; setting up of online services and self-consultation facilities; professional information centre; setting up of information and consultancy centres and job and youth employment centres; creation of mini employment offices inside companies undergoing large-scale restructuring.

Performance indicators (2002)

- Number of job offers registered per year: 135,40.
- Number of jobseekers/employers that benefited from information provided by self-consultation facilities: 15,000.
- Number of website visitors (daily average in thousands of units): 4.
- Number of employees specifically assigned to this department/these services: 50.
C.2 Increase workers’ employability and prevent long-term unemployment
The services provided are: detailed information services; professional training for the long-term unemployed; customised services and personalised consulting services/assistance/support; professional refresher measures for the long-term unemployed; creation of dossiers on mass dismissals available on the web; professional training.

Performance indicators (2002)
- Number of long-term unemployed that took part in labour market measures: 41,700.
- Number of long-term unemployed that took part in professional training projects (courses, initiatives, etc.): 3,900.
- Number of long-term unemployed that took part in refresher courses: 1,500.
- Number of long-term unemployed that took part in “new start” programmes: 2,600.

C.3 Encourage workers over the age of 50 to extend their working life
The services provided are: information about legislation, benefits and incentives aimed at encouraging workers over the age of 50 to remain on the labour market; personalised consulting services and activities; “New Course 55+” programmes (currently being put together).

Performance indicators (2002)
- Number of mature unemployed (over the age of 55) that took part in labour market initiatives: 7,700.

C.4 Improve and increase the employability of women
The services provided are: circulation of information about training/initiatives/projects targeting this category; professional training; personalised, customer-oriented consulting services/assistance/support; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.).

Performance indicators (2002)
- Number of women that took part in labour market initiatives: 51,600.
- Number of women that took part in professional training activities: 9,900.
- Number of women that took part in “new start” programmes: 7,600.

C.5 Improve and increase the employability of people with disabilities
The services provided are: circulation of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support; employment benefits.
Performance indicators (2002)
- Number of people with disabilities that took part in employment initiatives: 2,200.
- Number of people with disabilities that took part in professional training activities: 1,500.
- Number of people with disabilities that took part in “new start” programmes: 300.
- Number of employees specifically assigned to this department/these services: 49.

C.6 Promote and increase the employability of workers who make use of subsidies
Services provided for this user target are: circulation of information about training/initiatives/projects targeting this category; professional training; personalised, customer-oriented consulting services/assistance/support.

C.7 Support and guide businesses with regard to recruitment and developing human resource activities
The services provided are: information (about legal, tax and administrative matters); consulting services (about legal, tax and administrative matters, financial incentives to promote employment); help in looking for staff with high professional skills/qualified staff who meet employer's criteria; analysis of the professional and training requirements of companies on the local labour market; professional training in line with the aforementioned requirements.

Performance indicators (2002)
- Number of registered companies (actual users): 32,000.
- Number of potential users: 32,000.
- Number of contacts with local companies per year: 30,700.
- Number of employees specifically assigned to this department/these services: 150.

C.8 Promote wider/more extensive geographical and professional mobility
The services provided are mainly of an informative nature (regarding legal matters, accommodation, etc.) aimed at providing support for workers looking for employment in a different national geographical area or abroad.

D. MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS
- Management by objectives.
- Total quality management.
- Customer relations management.
- Customer satisfaction assessment.

E. “COEXISTENCE” MODELS
There is a very close working partnership with the private employment services that hire staff abroad. Relative information can be found on the website of Lithuania’s
Employment Office. Training for private employment service staff is already underway and agreements have been signed with 23 companies that were granted authorisation by the Ministry of Labour and Social Security. To date the companies can obtain authorisation from the ministry to carry out employment-related activities abroad. Labour market partnership agreements have also been signed with Lithuania’s Employment Office which provides information about their activities in labour market meetings, job clubs, informative meetings and consulting sessions with employment office customers. A unified model is currently being drawn up for quarterly reports. Furthermore reorganisation of employment service staff training and how they are represented within the tripartite commission has also got underway.

F. WORKING WITH OTHER ACTORS
Lithuania’s Employment Office works with:
- Employer associations.
- Trade unions.
- Non-governmental organisations.
- Municipalities and municipal consortia.
- Other labour market partners (the social partners with the signing of cooperation agreements and the drawing up of joint action plans).

G. COMPUTERISATION OF DATA PROCESSING AND SUPPLY OF ONLINE SERVICES
*Online self-consultation services* on the employment office’s computer system are currently planned which include the functions of advertising job offers and jobseekers online. With further expansion of the information system, the aim is to offer citizens and companies the public services of Lithuania’s Employment Office from 2005 using digital technology (Internet, mobile phones, etc.). Therefore the following goals will be achieved:
- Authorised electronic public systems and services for customers and employees, targeted at citizens (jobseekers, the unemployed, etc.), businesses, Employment Office employees and the authorities.
- Remote services for customers and workers.
- Personalised use of public services.
- Customer service regardless of place of residence or time (Employment Office’s non-stop opening times).
- Service available in several languages.
- Integration into the EU’s EURES information system.

H. INTERNATIONAL COOPERATION BETWEEN DIFFERENT STATES’ PUBLIC EMPLOYMENT SERVICES
The aim of cooperation with foreign partners is to analyse foreign countries’ experiences with regard to adjusting to local needs and getting ready to join the European Union.
Cooperation with the World Association of Public employment services (WAPES), the *International Association of Personnel in Employment Security* (IAPES), the employment services of Latvia, Estonia, Poland and the regions of Kaliningrad and Belarus has been stepped up. The first Memorandum of Cooperation for 2002-2005 was signed with:

- the public employment centre of the Ministry of Labour and Social Policy of the Ukraine;
- the public employment service of the Republic of Latvia and the Labour Market Department of Estonia.

Particular focus has been placed on cooperation of the local employment offices with the employment services of Latvia, Estonia, Poland and the region of Kaliningrad. The Panevėžys employment office has worked with the Finnish services on employment with Nokia and Hameenkyro while the Šakiai employment office has worked with the Blekinge Väst employment service (Solvesborg) in Sweden. A joint project with the Swedish Labour Market Department has been launched to facilitate the development of labour market institutions in Armenia. Implementation of the “Leonardo da Vinci” project – “Satisfying employment needs: European Curriculum Guidelines for professional lifelong consultancy in keeping with the challenges of enlarging the EU” is also underway. The Employment Office of Lithuania is taking part in the new PHARE twinning project - “Preparation for participation in the European employment strategy”. An investment project – “Integration of the Employment Office of Lithuania into the EURES network” – and an action plan for EURES integration have been drawn up. The local employment offices have taken part in projects organised by the following institutions: PHARE 2000 – Economic and Social Cohesion Management Programme, National Regional Development Agency, Lithuanian Agency for the Development of Small and Medium Enterprises and the “Leonardo da Vinci” programme. Furthermore the Employment Office of Lithuania has taken part in the project entitled “Increasing the employment of people with disabilities in Poland and Lithuania” as part of the Baltic region’s labour market policy, as well as in the European Training Foundation’s activities. Cooperation with foreign partners has allowed for: an improvement in information methods and direct services, preparation of the EURES integration plan and the “Integration of the Employment Office of Lithuania into the EURES network” investment project (Danish and Dutch experience); an improvement in the assessment methods of the services offered by the Employment Office of Lithuania (Finnish experience); establishment of the criteria to assess the quality of staff work (Finnish and Estonian experience with regard to the rehabilitation of people with disabilities, agricultural tourism, ecological tourism and non-conventional companies); and knowledge of the lifelong learning strategy and methods to resolve social problems adopted in Sweden.

I. MAIN TRENDS OF POLITICAL/REGULATORY FRAMEWORK

The Employment Office of Lithuania has drawn up the 2003-2005 Strategic Corporate Plan which includes the following six goals:
• An increase in the employability of the unemployed with the least chance of integrating themselves into the labour market.
• A reduction of the imbalance in unemployment throughout the country.
• Modernisation of the work of Lithuania’s Employment Office.
• Preparation for joining the EU, implementation of the “Free Circulation of Individuals”.
• Improvement of workers’ skills in order to achieve economic growth.
• Development of services provided to customers.

The Strategic Plan was drawn up as part of the Development Goals for the Millennium and aims to promote achievement of the labour market policy objectives set down in the National Programme for Adoption of the Acquis, the Republic of Lithuania’s 2001-2004 Programme for Employment Growth, the 2002-2004 Programme to Reduce Poverty and other strategic programmes. The goals were as follows during the introduction of new services for jobseekers and employers in 2003:

• To modernise the work of the Employment Office – to implement the Customer-Oriented Work programme, achieve new consulting and mediation standards and develop their quality model as well as implement the “acquis communautaire” with regard to free circulation of people.
• To expand existing services and introduce new services for jobseekers and employers.
• To improve the effectiveness of the action plans and individual activities of Youth Employment Centres.
• To develop social partnership – to implement the Social Partnership Development programme and set of measures to prevent unemployment.

With regard to new technologies, 2003 saw plans to edit and develop the software for a computer system:

• To develop a computer system to monitor and manage the labour market.
• To change and improve the matching of supply and demand using Internet technology.
• To develop an open information system with the aim of integrating it into the EU’s information systems.
• To install Terminal Server technology and improve existing hardware.

The main issues for 2004-2005 are decentralisation of unemployment-related problem solving, definition of relations between local, regional, national and EU employment services, increased effectiveness of interaction with employers, implementation and monitoring of programmes for youth employment, mature workers and the long-term unemployed, expansion of vocational guidance services and professional consulting services, integration into the network of European Employment Services (EURES), development of software for monitoring the labour market and application of labour market policy, expansion of the web pages: “Consultancy in the event of Mass Dismissals”, “Vocational guidance and Information Services”. The attention will be focused above all on developing modern technologies aimed at promoting employment.
I.1 Shifting the focus onto specific target groups and/or policies

The “2001-2004 Programme to Increase Employment in the Republic of Lithuania”, as detailed on www.socmin.lt, provides for the improvement of public employment policies with regard to the following:

- Joint assessment of employment policy priorities in Lithuania.
- 2002-2004 programme to reduce poverty.
- “New Course” programme for workers over the age of 55.
- Social adjustment programme for former inmates.
- Enterprise training programme for women.
- Professional training programme and employment for the Roma community in Vilnius.
- Special programme for people with disabilities depending on the nature of the disability (psychological, hearing, sight, motor skills, etc.).
- Preparation for joining the EURES network.
- Programme to improve partnerships among public employment services and private employment services.
4.7 Malta

GENERAL INFORMATION\(^{31}\) (2002)

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population (thousands of units)</td>
<td>390</td>
</tr>
<tr>
<td>Population of working age (15-64, thousands of units)</td>
<td>245.8</td>
</tr>
<tr>
<td>Per capita income index (PPP)</td>
<td>69.1 (EU=100)</td>
</tr>
<tr>
<td>Activity rate</td>
<td>58.5%</td>
</tr>
<tr>
<td>Employment rate</td>
<td>54.5%</td>
</tr>
<tr>
<td>Unemployment rate (15-64)</td>
<td>7.4% of workforce men 6.4% women 9.8%</td>
</tr>
<tr>
<td>Long-term unemployment rate</td>
<td>48% (to be read as number of long-term unemployed/total number of unemployed)</td>
</tr>
</tbody>
</table>

Name of employment service: Employment and Training Corporation (ETC)

Director (or other manager(s)): John Camilleri

Contacts (email, telephone, fax): Tel. +356 21 654940

Geographical area(s) covered: Malta

No. of local offices (per region/province): Head office and 4 decentralised employment offices

No. of employees and external consultants/specialists: 153

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS

- Regulation of temporary employment agencies.
- End of state monopoly in employment sector.
- Promotion of competition with regard to services supplied by public employment service (privatisation, contracts, voucher system).
- Decentralization.
- Integration of services.
- Integration of facilities.

B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE

- Matching of employment opportunities (demand) and jobseekers (supply), placement.
- Professional training.
- Assistance for disadvantaged target groups.

C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF THE PUBLIC EMPLOYMENT SERVICE

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\(^{31}\) European Commission data not available. Source: Employment and Training Corporation; Malta Statistics Office, Workforce survey (December 2002)
C.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand

The services provided are: offer/diffusion of detailed information services on various opportunities for jobseekers and employers; collection/processing of curricula/job offers and relative databases; setting up of online services and self-consultation facilities.

Performance indicators (2002)
- Number of jobseekers registered per year (average for 2002-2003): 7,681.
- Number of job offers registered per year: 548.
- Number of website visitors: 19,000,000.
- Number of employees currently assigned to this department/these services: 41.

C.2 Increase workers’ employability and prevent long-term unemployment

The services provided are: detailed information services; professional training for the long-term unemployed; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); individual services and personalised consulting services/assistance/support.

Performance indicators (2002)
- Number of long-term unemployed that took part in professional training projects (courses, initiatives, etc.): 289.
- Number of long-term unemployed that took part in “new start” programmes: 19.
- Number of long-term unemployed that found employment within a year: 212.

C.3 Encourage workers over the age of 50 to extend their working life

The services provided are mainly information about legislation, benefits and incentives aimed at encouraging workers over the age of 50 to remain on the labour market, and personalised consulting services and activities.

Performance indicators (2002)
- Number of mature workers that took part in lifelong learning schemes: 426.
- Number of mature workers that received personalised advice: 132.
- Number of employees currently assigned to this department/these services: 5.

C.4 Improve and increase the employability of women

The services provided are: circulation of information about training/initiatives/projects targeting this category; professional training; personalised, customer-oriented consulting services/assistance/support; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.).
Performance indicators (2002)
- Number of women that took part in professional training activities: 39.
- Number of women that took part in “new start” programmes: 4.
- Number of women that found employment within a year.
- Number of employees currently assigned to this department/these services: 66 (currently also responsible for female employment-related issues).

C.5 Improve and increase the employability of people with disabilities
The services provided are: circulation of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

Performance indicators (2002)
- Number of people with disabilities that took part in professional training activities: 42.
- Number of people with disabilities that received personalised advice: 201.
- Number of people with disabilities that took part in “new start” programmes: 43.
- Number of people with disabilities that found employment within a year: 25.
- Number of employees currently assigned to this department/these services: 1.

C.6 Improve and increase the employability of workers who make use of subsidies
The services provided are circulation of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

C.7 Support and guide businesses with regard to recruitment and developing human resource activities
The services provided are: information (about legal, tax and administrative matters); consulting services (about legal, tax and administrative matters, financial incentives to promote employment); help in looking for staff with high professional skills/qualified staff who meet employer's criteria; analysis of the professional and training requirements of companies on the local labour market; professional training in line with the aforementioned requirements; information and/or advice about measures aimed at unmasking undeclared and illegal employment.

Performance indicators (2002)
- Number of registered companies (actual users): 31,595.
- Number of potential users: 15,000.
C.8 Promote wider/more extensive geographical and professional mobility
The services provided are: information services (regarding legal matters, accommodation, etc.) aimed at providing support for workers looking for employment in a different national geographical area or abroad.

Performance indicators (2002)
- Number of jobseekers that asked for help with looking for employment in a different area: 614.

D. MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS
- Management by objectives.
- Total quality management.
- Customer satisfaction assessment.
- Performance assessment tools (Functional Balanced Scorecard, Corporate Balanced Scorecard).
- Three-year corporate plan.

E. “COEXISTENCE” MODELS
In reference to the above the ETC is currently trying to set up a benchmarking method to be used to interact with the 33 agencies registered as private employment services (PRES) throughout the country. To date the latter do not perform a particularly important role. In fact other than the obligation provided for by law to transmit important data related to their labour market placement and mediation activities to the national PES (which can be summarised as: 419 full-time positions and 3 part-time positions from 1995 to 2001), these private employment agencies do not perform any activities other than the traditional “placement” nor do they provide any “advanced” related service. Indeed there is no cooperation between public and private actors at the moment.

F. WORKING WITH OTHER ACTORS
The Executive Committees (mixed bodies), that manage and provide subsidised training and employment services, are worthy of mention.
4.8 Poland

GENERAL INFORMATION (2002)

Population (thousands of units) 38,632
Population of working age (15-64, thousands of units) 13,470
Per capita income index (PPP) 41.7 (EU=100)
Activity rate 64.6%
Employment rate 51.5%
Unemployment rate (15-64) 19.9% men: 19.1% women: 20.9%
Long-term unemployment rate 10.9% men: 9.7% women: 12.3%
Name of employment service Krajowy Urzad Pracy
National Labour Office
Director (or other manager(s)) Ministry of the Economy, Labour and Social Policy
Contacts (email, telephone, fax) Address: ul. Nowogrodzka 1/3/5
00-513 Warszawa
Tel. (+48 22) 6610100 - Fax: (+48 22) 6610203
e-mail: bip@mpips.gov.pl
Geographical area(s) covered All the state territory
No. of local offices (per region/province) 16 at a regional level (voivodeship), 380 at a provincial level

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS
The setting up of the public employment service in Poland began back on January 1 1990 with approval of the Law on employment of December 29 1989. Said law set forth the bodies responsible for employment, i.e. the Ministry of Labour and Social Policy as well as regional bodies of the state administration, attributing specific responsibilities with regard to employment as follows: the manager of the labour office of the voivodeship (at a regional level) and the head of the district labour office (at a local level). The regional and district labour offices were organised as departments for employment and social affairs and incorporated into the regional and district offices. The process which led to the creation of said offices took place quickly but at the same time without any suitable technical and professional staff training. The new system which was taking shape immediately showed its shortcomings and insufficiencies. The law on employment only contained general provisions and those regarding implementation were formulated after a long delay which generated major difficulties inside the district and regional labour offices. The incorporation of said offices into the state administration also proved highly problematic due to the fact that said offices had operated for a certain period of time by reporting to two authorities:
• as far as activities were concerned where there was a vertical dependency: Ministry of Labour and Social Policy – Voivodeship labour office – District labour office;
as far as organisation was concerned given that they were included in the regional or
district offices, or in central administration bodies.

With the enactment of the law on employment and unemployment of October 16 1991,
the Labour Office system was set up as from January 1 1993. The National Labour Office
was set up by virtue of this law as the central state administration office which reported
directly to the Ministry of Labour and Social Policy. The employment service was set up
within the general administration with the creation at a district and regional level of
specific institutions such as the regional and district labour offices. The National Labour
Office controls the regional labour offices and through these is also responsible for the
district labour offices. It was this system of offices that made it possible to do away with
dual reporting. In this way the organisational structure was streamlined bringing it into
keeping with current international regulations and in compliance with conventions
adopted by the ILO. The Ministry of Labour and Social Policy is the most important
national institutions in charge of employment policy and it controls the organisation,
regulations and areas of responsibility of the National Labour Office and the regional and
district labour offices through specific decrees. The Ministry of Labour and Social Policy
fulfills its tasks through these offices which work with the bodies and institutions
responsible for employment and fighting unemployment, and mainly with the local
administrations, trade unions, employer associations and unemployed associations. The
Ministry of Labour and Social Policy coordinates the activities of other bodies,
organisations and institutions which fall under the area defined by law, and grants
authorisation to private employment agencies. The regional labour offices are local
employment offices which represent the central administration and are in charge of
managing local labour market-related problems and activities to promote professional
training. From 1993-1999, the public employment service started to be viewed as an
integral part of the central administration with specific responsibilities (hence the labour
office system). The National Labour Office sits at the top of this structure and both the
regional and district labour offices must report to said office. The law on employment and
against unemployment od December 14 1994 (and subsequent amendments) specifically
defined the role of the labour office system in terms of tasks and responsibilities related
to labour market policy. The slow process of updating the regional and district labour
offices’ organisation and activities to fit the public administration set-up started back in
1999. During the first phase of this process 16 regional labour offices stayed operational
while 33 delegations were set up. The district labour offices were converted into
provincial labour offices with responsibilities in relation to the new territorial set-up and
therefore just one labour office remained operational at a provincial level. The real
transformation of the public employment service system started in 2000 and was based on
the principle of decentralisation with the aim of launching a participated decision making
process with regard to the labour market. As a result of these changes all the separate
administrative bodies were brought together. The regional labour offices and provincial
offices (formerly district offices, converted to update them to Poland’s new
administrative framework) were incorporated into the local administrations. In reality, this meant including the regional labour offices in the offices of the voivodeship presidents and the provincial labour offices in the unified provincial administration. As from January 2002, following further amendments, the following parties are in charge of employment policies:

- the Ministry of Labour and Social Policy (until March 31 2002 with the help of the President of the National Labour Office);
- the local administration of the voivodeship;
- the “voivode”;
- the local administration of the province.

Article 97 of the Law of July 24 1998, which amended some laws defining the responsibilities of the public administration following the institutional reform, amended the Law of December 14 1994 on employment and the fight against unemployment. It introduced sharing of responsibilities among the various levels of local and central administration by assigning the local administrations some tasks which were previously performed directly by the central administration. The presidents of the voivodeships and provinces became, together with the Minister of Labour, responsible for employment-related matters. This system of sharing responsibilities has helped extend the responsibilities of local administrations (at a voivodeship and provincial level) even if this has generated inequality on regional and local labour markets.

B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE

The activity of the labour office system, as provided for in the programme, is detailed in the provisions of the law on employment and the fight against unemployment (and subsequent amendments) of December 14 1994. The tasks comprising said activity are as follows: to successfully guarantee complete satisfaction of employers’ demand for workers in the shortest time possible.

In order to achieve said goal (considered essential), some additional goals need to be pursued such as:

- An increase in the number of individuals requesting the services offered by the labour offices.
- An increase in the number of job offers not subsidised by the labour offices.
- A reduction in job offer search times.
- An adequate level of efficiency for labour market programmes.
- Easier access to integration programmes for the greatest number of individuals at risk so as to improve their employment opportunities on the labour market.
- Guaranteed rational management of public funds used to achieve said objective; this is an extremely important objective with regard to the management of public funds used for social purposes by the public services not incorporated into a single hierarchy.
- A good level of professional services for labour office customers; this is a strategic
goal for achieving the aforementioned goals.
- Facilitated integration with the European Union, in other words a goal forming part of the general policy of the acceding state.

C. **MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF THE PUBLIC EMPLOYMENT SERVICE**

The provincial labour offices form the central core of the employment service and the bodies of the Polish public administration. Other state institutions, equally important for the promotion and performance of strategic activities, are not in direct contact with jobseekers or employers offering new jobs. The following are the main tasks of the provincial labour offices:

- Assistance for the unemployed and jobseekers to help them find a job, and for employers to help them find new workers.
- Entry in the lists of unemployed individuals and other jobseekers, formulation of employment offers, training and other types of employment aimed at professional integration and, in the case of no employment opportunities, distribution of the allowances and benefits provided for by law.
- Acknowledgement and distribution of pre-retirement benefits and aids.
- Professional advice and information for the unemployed and other jobseekers.
- Granting of authorisation and work permits or performance of other types of work paid by foreigners.
- Activities to curb unemployment and prevent negative consequences.
- Acquisition and management of financial resources for activities to combat unemployment and make the local labour market more active.
- Promotion aimed at creating new jobs and assistance for the unemployed when launching a new activity.
- Promotion and subsidies for action and public works, employment of school leavers and graduates, training courses and social programmes.
- Promotion and support for work club activities.
- Drafting of analyses, assessments and reports on problems linked to employment and the fight against unemployment.
- Acknowledgement of the state of unemployment, assignment or loss of unemployed status.
- Decisions regarding the suspension, resumption of payment or loss of entitlement to benefits, training allowance, study grant, pre-retirement benefit or aid; partial cancellation of loan granted by Labour Fund; reimbursement for employers of costs incurred for salaries and social security contributions paid for young workers hired under employment contracts, apprenticeships, etc.
- Checking of compliance with the provisions of the law on employment and the fight against unemployment (including compliance with the conditions for standard employment or other paid work or economic activity).
• Payment of health insurance contributions for unemployed individuals entitled to unemployment benefit.
• Payment of family allowance, flanking and maternity pay.
• Assistance for people with disabilities (including implementation of programmes to support the employment of people with disabilities; labour mediation and professional advice for people with disabilities; guidance for people with disabilities that wish to be included in a specific training programme or medical and social rehabilitation at a specialist training or rehabilitation centre or other type of training facility).

Performance indicators (2003)
• Number of jobseekers registered per year: 3,175,674.
• Number of job offers registered per year: 739,355.

C.1  Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand

Professional information at Labour Offices and Information and Vocational guidance Centres. Professional consulting services consist in providing assistance for both the unemployed and other jobseekers with regard to the choice of a suitable profession and job, and for employers with regard to selecting candidates for jobs requiring specific mental and physical abilities. Professional consultancy is based on six rules:
• Accessibility to services for all unemployed and jobseekers as well as employers.
• Freedom in making use of professional consulting services.
• Equal opportunities in accessing professional consulting services regardless of nationality, gender, religion, membership of political and social organisations or any other circumstance.
• Freedom in choice of profession and workplace.
• Free access to professional consulting services.
• Confidentiality and protection of personal data of the unemployed and jobseekers that access professional consulting services.

Individual consultancy
The basic working method used by professional consultants with individual customers consists in an interview carried out in specific stages and periods using specialist methods and techniques. The aim of individual consultancy (interview) is to offer personalised support to the customer who finds himself in a difficult professional situation inside the labour market and is in need of guidance in order to find a solution. Just like professional consultancy, this process should produce the following:
• The customer finds a job in keeping with his abilities, mental and physical characteristics or qualifications, or the customer embarks on professional specialisation or requalification courses to increase his employment opportunities.
The customer is completely satisfied with his own choice and the relative consequences.

Development of the personality of the customer who, together with the consultant, has resolved his “employment” problem.

Hiring of customer is compatible with market demand.

The customer chooses the profession, training and requalification.

**Group consultancy**

This type of professional consultancy consists in assisting groups of labour office customers. The aim of group consultancy is to help assess the personality of customers and their own situation in relation to the labour market as well as create motivation and encourage participants to tackle their own working future more actively. In most cases professional group consultancy takes the form of a workshop or training programme. Not only does this give participants the chance to acquire knowledge but also to demonstrate specific skills, for example during the selection interview. The lessons are held in groups of ten or more people where each participant plays an active role in the lessons and in achieving the general goal of the course through his own experiences, abilities and observations. The length of group consultancy lessons vary from group to group and depend on the issues looked at. The most popular type of lesson is the “Active Job Search Workshop”, generally organised once a month. A typical course programme is split over three consecutive days of five hours of lessons and includes:

- Construction of positive thinking.
- Self-presentation.
- Preparation of documents (CV, cover letter).
- Preparation of skills report.
- Job search methods.
- Preparation for selection interview.
- Dealing with stress in the event of failure to find employment.

**Information sources for jobseekers**

Dartabase of professions and learning opportunities – Consultant 2000:

- Facilitates the professional consultant’s work with the customer.
- Helps identify the customer’s characteristics (interests, abilities, etc.) allowing them to be matched to various professions.
- Facilitates access to information on professions, printing off the most pertinent information.
- Expands on information about professions.

Consultant 2000 is split into four topic areas called modules which are as follows:

- “Customer module” allows customers to create their own professional profile and match it with the most suitable professions and tasks.
- “Professions module” is an information database containing 542 different types of
professional profiles. A detailed description of the profession corresponds to type. The chapter entitled “Tasks and responsibilities” explains the type of work and instruments used in that profession. The following chapter describes working conditions: working environment (outdoors, in buildings, etc.) and social or organisational conditions. An important element in the choice of profession are the necessary psychological and physical requirements.

- “Education module” is an extensive database related to professional institutes, high schools, post-secondary schools, universities and postgrad schools. It contains information about educational and training schemes, the possibility of finding accommodation, study grants, school logistics, etc.

- “Surfer module” is for those who find it difficult to use a computer. Each customer is “accompanied” through the various databases. This module also contains a glossary of labour market terms. The “Vocational guidance” tool which helps customers plan their own professional career is definitely very useful. Said module also contains self-assessment tests – “Professional Aptitudes and Preferences Questionnaire” which offer customers an overall picture of their abilities and attitudes thus making a major contribution to professional career planning.

**Professions database**

Said database contains a detailed breakdown of 300 professions. It is split into 3 sections depending on the level of education required for a specific type of job (blue – professional education; green – middle/high education; red – high education). Each file stored in the database contains a dossier which gradually introduces the customer to the profession through detailed description of the tasks and duties, necessary requisites and level of education, salary level and employment opportunities through to professional specialisation and careers opportunities. All the files contain numerous information about learning and employment opportunities in relation to the local labour market.

**Guide to professions**

Said guide contains 550 descriptions of professions, written in a clear and accessible manner, based on the following sections: working tasks and activities; information about objectives and values which can be achieved in the profession; working environment; information about working environment and organisational conditions; psychological and physical suitability and state of health required by the profession; employment requirements (preferences put forward by employers); possibility of career advancement (description of professional plan). Said description ends with information about employment opportunities, salary, similar or related professions as well as a list of addresses of potential employers and suggested reading matter.

**Classification of professions and specialisations**

Said classification was drawn up by the International Labour Organisation (ILO) and
adjusted by Poland's Ministry of Labour and Social Policy. It contains a list of 2392 professions and specialisations found on the Polish labour market. It is a publication for all those looking for information about the current professional structure of the Polish labour market and, in particular, forms an all-important tool used by the relative education and labour system.

*Profession cards*
Said cards contain brief descriptions of professions. They also list the general characteristics of professions together with a detailed description of tasks, requirements, and the opportunities of learning a profession or finding employment.

*List of training course organisers*
This contains a list of the training institutes in the out-of-school education system in the voivodeship of Mazowieckie and in the following sectors (construction, economics, finance and administration, electrotechnics and electronics, hotel and catering, food processing, trade, IT, metal production plant and machinery operators, metalworking, specialists in humanities, transport, tourism, services, handicrafts, other specialisations), as well as a list of institutes working at a regional level (regions of Warsaw, Ciechanów, Ostrołęka, Plock, Radom, Siedlce). The information found in the catalogue concerns training topics and contents, participation conditions and the length and cost of courses. Furthermore there are national and local information guides about various types of schools and universities as well as other types of information guides, manuals, CV catalogues and presentation letters. In 2001 professional consulting and information services were used by 617,880 unemployed individuals or jobseekers. Professional individual consultancy was provided to 138,992 people, 77,395 of whom were women (55.7%). 83,987 people, 51,946 of whom were women (61.9%) took part in professional group consultancy. In 2001 208,184 unemployed individuals or jobseekers accessed professional information at the labour offices. A particular type of assistance is offered to the long-term unemployed: individual and group consultancy for individuals with over 12 months of unemployment involved 47,284 people. In the labour offices women represented approximately 55.6% of the total customers that received individual advice (68,271 people), and approximately 62% of group consultancy participants (40,870 persons). The following issues were looked at during information meetings:

- tasks and activities involved in specific roles and professions;
- questions regarding self-employment;
- professional specialisation and requalification opportunities;
- information about the professions most affected by unemployment and the professions most sought after by employers.

*“Job Clubs”*
The activities performed inside job clubs are targeted above all at unemployed individuals
with obvious difficulties in finding employment. There are no limits to taking part in said activities and participation is free of charge. Participants have access to the tools the club can offer (e.g. telephone, fax, photocopier, computer). The provincial labour office prepares and makes available to participants information and manuals as well as any other material needed to carry out the job club programme. Creation of the job club and the activities carried out inside the club are financed by the “Provincial Labour Office Operation Fund” and the “Labour Fund”. The labour offices offer assistance in terms of organisation and methodology to institutions and organisations that set up and run job clubs. In 2001 there were 796 operational job clubs (657 held at provincial labour offices and 139 held at linked institutions). The main aim of the job clubs is to successfully encourage independent job searching. In the same year 51,000 people, 48,000 of whom were unemployed took part in training courses organised by the clubs. The highest number of participants was reported in the following voivodeships: Dolonośląskie (8,800) and Wielkopolskie (5,100). The largest group of female participants was composed of women between the ages of 18 and 24 (56.2%) and of women with a professional or post-secondary level of education (43.2%). Among the women involved in job club activities, the largest group was formed of women looking for employment for more than six months (47.6%). The percentage of women classed as long-term unemployed was also high (unemployed for over 12 months – 31.6%). Once the programme of activities was completed, among the many changes noted there was an increase in the general level of activity of women and a radical increase in their self-assessment ability and self-discipline. 4,704 women out of the 28,704 participants in job club activities found employment (16.4%).

Performance indicators (2003)

- Number of long-term unemployed that took part in professional training projects (courses, initiatives, etc): 132,230.
- Number of long-term unemployed that took part in “new start” programmes: 5,255.
- Number of long-term unemployed that found employment within a year.

*Improve and increase the employability of women*

For many years the labour offices have been implementing initiatives aimed at the professional integration of women in order to promote their return to social and working life. Therefore we need to remember that the local labour market situation basically depends on the economic conditions of economic parties, regional development prospects, local autonomies' policy aimed at maintaining existing jobs and creating new ones and the entrepreneurship and creativity of women themselves. Labour office workers' use all the available instruments needed to encourage the professional integration of women, promoting their professional growth, participation in job club activities, access to professional advice and the creation of independent work.
Professional consulting services at labour offices and careers guidance and information centres

Professional consultants play a key role in the professional integration process. Their knowledge of the individual, his attitudes and personality traits allow them to easily take a decision regarding the recommended profession (at the same time adjusting the consulting services to fit customers’ needs and possibilities). They support and guide customers’ activities on the labour market through individual and group consultancy, co-participation in the implementation of job club programmes, involvement in the Job Exchange, Job Fairs and educational and informative meetings. As far as professional training is concerned, in 2001 25,447 women (48.7% of the total) and 26,846 men (51.3%) received training. The number of women that took part in training courses considerably exceeded the number of men in most of the voivodeships. During the period 2000-2001, men represented the majority of trained individuals. A major drop was recorded with regard to both absolute values and the dynamics of this phenomenon. Approximately 50,000 fewer people took part in training courses compared to 2000. The number of men – considerable higher than the number of women – is not an indicator of the fact that women take up training opportunities less frequently. A comparison of the numbers of men and women that took part in training courses would provide similar percentages. Two different types of training are organised at labour offices – group and individual training. Group training is organised following an analysis of the training needs of the local labour market. Once the training needs have been identified, the training courses are decided on which will allow the unemployed to acquire the skills required by the labour market. Training programmes for the unemployed are subsequently drawn up which list the number of people to take part in the course together with an estimate of costs. Training programmes serve as the base for creating groups and launching the procedure to select training institutes. For group training an unemployed individual is invited by the labour office to take part in a training course. The procedure differs when an unemployed individual forwards an application to the labour office to be assigned to the training course listed. Women more frequently than men ask for training aimed at active job searching. To date women have formed ¾ of the total number of participants in this type of course. In addition to showing how women understand the importance of training, this figure also shows how women encounter greater difficulties in rejoining the world of work. The labour offices adopt well-defined criteria, linked to the specific course characteristics, when selecting the candidates for various training courses. The most important criteria are: level of education, state of health, mental-physical attitudes. Even if the candidate’s gender is rarely a distinctive criterion, there is a clear link between the gender of trainees and the type of training chosen. In some cases this link can be considered natural insofar as it is related to psychological conditioning, habits and culture, but in other cases it is rather surprising. For example the high percentage of women taking part in small business courses or the very high percentage following IT courses. Since 2000, public statistical data has provided the information on
the main sectors featured in training courses organised by the labour offices. In 2001 52,293 individuals, 25,447 of whom were women, took part in training courses. Business courses (8,406 participants), IT courses (6,510 participants), courses for economic professions (4,744 participants) and courses for drivers (4,878 participants) form the main types of training courses. However, generally speaking, the majority of women attended courses for mainly female professions. In 2001 women formed the majority of participants in the following courses:

- professions linked to the economy – women represented 88% of the total participants;
- administrative-clerical professions – women represented 92% of the total participants;
- professions related to the clothes industry – women represented 98% of the total participants;
- professions related to commerce – women represented 82% of the total participants;
- information technology courses – women represented 69% of the total participants.

It is interesting to note the high percentage of women taking part in marketing and management courses. As part of professional integration programmes 1,212 women (68% of total participants) took part in training courses. This figure shows, on the one hand, the labour offices’ concern to soften the effects of female unemployment and on the other, the majority of unemployed women’s desire to look for employment, learn new job search methods and update their qualification to meet the demand of today’s labour market. The increased aspiration of women to create their own working activity offers proof of great courage, the desire to adjust to the new labour market as well as their own positive self-opinion as far as their ability to work on their own is concerned. The main reason behind the choice of self-employment lies in a desire to ensure a decent life for themselves and their families.

Performance indicators (2003)

- Number of women that took part in professional training activities: 63,353.
- Number of women that took part in “new start” programmes: 2,409.

*Improve and increase the employability of people with disabilities*

Services provided are mainly as follows: circulation of information about training/initiatives/projects targeting this category; professional training; promotion/offfer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support; encouragement of people with disabilities to undertake professional activities; assistance for people with disabilities in defining their own professional expectations and looking for employment opportunities on the labour market; improvement of the quality of services offered to people with disabilities; creation of opportunities for people with disabilities/the unemployed to find employment and be integrated into the working environment of able bodied people while taking into consideration their reduced mental-physical abilities; promotion among partners of the
idea of setting up a “occupational therapy workshop” and a professional activity facility. If a closer look is taken at the activities provided for people with disabilities, information services and individual and group consultancy play a leading role. People with disabilities can contact the vocational guidance and information centres. Said centres are specialised structures that collect professional information and place it at the disposal of interested parties. The services of professional consultants and a psychologist are available to customers. The centres offer people with disabilities personalised advice, assistance and the support of a psychologist as well as the chance to take part in workshop activities in order to acquire the ability to take professional decisions and plan their own careers. People with disabilities are able to make use of the following at the above centres:

- a database regarding professions and learning opportunities, dossiers with information about professions, a guide to professions and related reading matter;
- an information guide to schools and universities;
- information about courses organised by training institutes;
- publications about professions, psychology, pedagogy and job searching;
- information about the local labour market;
- local daily newspapers;
- websites featuring job offers from all over the country;
- videos about professions and educational videos.

Lastly the setting up of information and advice desks at the local delegations of the regional labour office (Vocational guidance and information centres) must be mentioned. Specialists working at these desks provide information about the following to people with disabilities:

- unemployment;
- social assistance;
- economic activity;
- worker’s rights and duties;
- employers’ rights;
- social security regulations.

Specialists offer this service twice a month at the aforementioned desks. Another initiative worthy of note is the Job Fair which represents a type of open labour mediation. On these occasions job offers are presented by protected companies, occupational therapy workshops, training institutes and employers belonging to the open market. Fairs organised as part of a programme also include the participation of non-governmental organisations and local administrations that deal with problems related to people with disabilities. Therefore not only do people with disabilities have the chance to find out about job offers but also to obtain consulting services from experts in:

- social and professional rehabilitation;
Performance indicators (2003)
Total number of unemployed people with disabilities: 69,778,

C.2 *Improve and increase the employability of workers who make use of subsidies*
The main services provided are: circulation of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

C.3 *Support and guide businesses with regard to recruitment and developing human resource activities*
The services provided are mainly: information (about legal, tax and administrative matters); consulting services (about legal, tax and administrative matters, financial incentives to promote employment); help in looking for staff with high professional skills/qualified staff who meet employer's criteria; analysis of businesses’ professional and training requirements on the local labour market; professional training in line with the aforementioned requirements; information and/or advice regarding measures aimed at unmasking undeclared and illegal employment.

C.4 *Promote wider/more extensive geographical and professional mobility*
The services provided are mainly information services (regarding legal matters, accommodation, etc.) aimed at providing support for workers looking for employment in a different national geographical area or abroad.

D. MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS
- Management by objectives.
- Total quality management.
- Sales management systems.
- Customer relations management.
- Customer satisfaction assessment.

E. “COEXISTENCE” MODELS
At the present moment labour mediation in Poland can be public or private. Provincial labour offices are responsible for public labour mediation while private mediation is
handled by employment agencies. In fact private mediation is performed by employment agencies split into three separate categories:

- employment agencies that deal with labour mediation throughout the country as well as mediation aimed at finding employment abroad. They help jobseekers find the most suitable position and employers to look for new workers possessing the qualifications needed;
- personalised consulting agencies. Said agencies offer their services at the request of employers, as provided for in Article 37 of the Law on employment and the fight against unemployment;
- temporary employment agencies. They hire workers in order to place them at the disposal of third parties which may be individuals or corporate bodies.

Employment agencies are obliged to abstain from asking for payment from individuals on whose behalf they look for employment or any other paid job, save for some charges from those individuals for whom employment abroad has been found. In the event of coming into contact with a dishonest agency, it is obligatory to report said agency to the relevant voivodeship, police or Prosecutor. In 2002 over 86,000 people found employment via private employment agencies. There was an increase of almost 7,000 in the number of people hired compared to 2001. During the past year these agencies have acquired over 146,000 job offers. In 2002 an increase of almost 64,000 job offers was reported compared to the previous year. Individuals find employment above all in the commercial, construction and hotel and catering sectors (e.g. sales assistants, builders, hostesses, security staff, waiting staff, sales representatives, chefs, insurance agents, computer operators and secretaries) through private employment agencies. Figures provided by the Ministry of Economy, Labour and Social Policy show that during the last year over 2,700 people with no professional training (without a profession) found work through employment agencies. This figure recorded an increase of 711 people compared to 2001. In keeping with the law in force on employment and the fight against unemployment, all parties other than the labour offices must obtain authorisation granted by the Ministry of Labour and Social Policy (this authorisation was granted by the National Labour Office until March 31 of last year) in order to be able to carry out mediation. In 2002 the Ministry granted authorisation to 108 parties, 52 of which requested authorisation for the first time. Therefore at the end of last year there were a total of 201 non-public parties in possession of authorisation to perform labour mediation. The majority of said parties were located in voivodeships where the unemployment rate was lower than the national average. According to the law labour mediation can only be performed as a no profit activity, in strict compliance with the principle of a free service for the unemployed and all those looking for employment. During routine checks carried out last year in order to check compliance with said provisions, the labour inspectorate uncovered 41 cases of infringement of the law and reported the lawbreakers to the relevant authorities. However the law does not prohibit agencies from asking for payment for services provided to employers. Figures provided by the relevant authorities show that
charges ranged from 15 to 1500 zloty during the last year. The maximum amount that could be collected to cover the costs of labour mediation was equal to 150% of the average salary (equal to 3,145.72 zloty). While the amount requested was most frequently between 600 and 1,300 zloty. The springing up of private agencies over the last few years is starting to have a positive effect on the national labour market. Private employment agencies have started to play an important role, also thanks to the creation of a network of alternative employment services to back up the activities of labour offices, in other words with a view to expanding the job offers for workers with special skills and employers interested in finding staff with specific professional qualifications. The positive results achieved by authorised agencies offering labour mediation services (over 86,000 people hired in 2002) offer proof of the usefulness of this activity on the Polish labour market. Therefore this type of service represents a further opportunity to find employment for both the unemployed and all those looking for work.

F. INTERNATIONAL COOPERATION BETWEEN DIFFERENT STATES’ PUBLIC EMPLOYMENT SERVICES

Following Poland’s joining the EU, the services related to the European Public Employment Services network (EURES) will be exclusively provided by EURES consultants located at the various voivodeships’ labour offices. A EURES line manager will be appointed at a regional level in each voivodeship and will be responsible for coordinating all EURES-related activities inside the voivodeship. Both the candidates for EURES consultants and Line Managers will be appointed by the presidents of the voivodeships on the basis of specific qualification requisites. All the activities carried out by EURES in Poland will be monitored by the *EURES National Manager*, appointed by the Secretary of State in charge of the labour market at the Ministry of Economy, Labour and Social Policy. Last year preparations for setting up the EURES transborder partnership in Poland got underway. The border areas of Poland, Slovakia and the Czech Republic all supported the initiative. As far as Poland is concerned, the area of Bielsko-Biała and Cieszyn was also involved in the preparations.

G. MAIN TRENDS OF POLITICAL/REGULATORY FRAMEWORK

The Ministry of Labour and Social Policy’s activities for 2001 will be outlined in a document entitled “National Strategy for Employment and the Development of Human Resources for 2000-2006” adopted by the government of the Republic of Poland. The tasks included in the “National Plan of Action for Employment” for 2000-2001 will be carried out. In 2001 the “National Plan of Action for Employment” for 2002 will be drafted. In particular it is planned to carry out the following actions as part of the improvements in the quality of human resources and employment growth:

- Drawing up of the institutional plan regarding labour market services as part of professional consulting and information activities, including the project which aims to set up a national network of professional consulting centres for young people and
adults which can be accessed by all people.

- Promotion of the development of non-public bodies working in the area of labour mediation and professional consulting services.
- Promotion of activities in favour of young people set to enter the world of work or who are unemployed by distributing subsidies in keeping with the programmes of non-governmental organisations that work to help young people.
- Partnership and monitoring of activities aimed at putting together a single classification of professions and specialisations.
- Promotion of activities aimed at developing SMEs.
- Help with carrying out the PHARE 2000 CVT (Continuing Vocational Training) programme entitled “Consolidation of the lifelong education system in Poland”. Action regarding the updating of the lifelong education system to meet labour market needs will be carried out.
- Drafting of the “National Action Plan for Employment for 2002”.

Furthermore as part of the legislative action regarding how the labour market works, monitoring of the legal provisions regarding employment and the fight against unemployment will be carried out together with the formulation of new draft laws or amendments to current laws, based on the results achieved, by:

- formulating suggestions, explanations, etc. for the National Labour Office, regional and provincial labour offices in relation to implementation of a national policy regarding the fight against unemployment and curbing its effects, and application of the provisions in force;
- drawing up draft legislation regarding employment and the fight against unemployment as part of the “National Strategy for Employment and the Development of Human Resources for 2000-2006”;
- updating law provisions regarding employment and the fight against unemployment to meet European Union’s current standards and requirements;
- working to put together legislation regarding research and the methods of obtaining labour market statistics.

The following are planned as part of activities to control the labour market situation:

- monitoring of implementation of the project entitled “The labour market faced with European Union integration”. This project is conducted by experts and aims to be the source of grounds for decisions regarding the Polish labour market within the context of membership processes. The project focuses on the similarities and non-similarities between how the Polish labour market and European labour markets work as well as the implications of employment integration and social and economic aspects;
- improvement of the labour market, statistics system which works on the basis of a government public statistic research programme, including:
  - preparation of the changes to be made to current statistics with regard to professional consulting services, job clubs and training of the unemployed or jobseekers;
• preparation of the methodological plan and models of new report forms for the public statistic research programme for 2002 taking into account the amendments to provisions regarding employment and the fight against unemployment;
• preparation of updated information, analyses and proposals regarding the labour markets inside voivodeships and the provincial labour markets in accordance with some categories and based on the socio-economic characteristics of the unemployed;
• preparation of data, analysis and reports regarding the labour market as part of the administrative membership procedures, for national and foreign parties.
4.9 Slovenia

GENERAL INFORMATION (2002)

Population (thousands of units) 1,995
Population of working age (15-64, thousands of units) 883
Per capita income index (PPP) 69.5 (EU=100)
Activity rate 67.8%
Employment rate 63.4%
Unemployment rate (15-64) 6.0% men: 5.7% women: 6.4%
Long-term unemployment rate 3.3% men: 3.3% women: 3.4%

Name of employment service SPI - Employment service of Slovenia
Director (or other manager(s)) Jože Glazer, Chief Executive
Contacts (address, email, telephone, fax) Glinška ulica 12, 1000 Ljubljana, Slovenia Tel. +386 1 200 23 50 - Fax: +386 01 425 98 23 e-mail: joze.glazer@ess.gov.si
Geographical area(s) covered The employment service works in a uniform manner throughout Slovenia

No. of local offices (per region/province) 12 regional offices (RO) and 59 local employment offices (LO) covering the whole of Slovenia; each RO is run by a regional manager while the 59 LOs are coordinated by 24 managers
No. of employees and external consultants/specialists 845 internal employees (2002 annual average based on working hours, including overtime); external consultants/specialists: one-off services/temporary employment.

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS

Modernisation of the employment services which got underway in OECD countries during the 1990s can be divided into two main areas of action: extension of the work placement market to include private actors and restructuring of the organisational and working methods of public institutions in charge of placement activities. The key stages in the implementation of this process can be described as follows.

Regulation of temporary employment agencies (TEA): Slovenia’s employment service established the setting up of TEAs as independent bodies in 2004.
End of state monopoly in employment sector: in its capacity as the leading labour market institution, the employment service works closely and openly with authorised employment agencies. There are more than 100 private employment operators (PRES) in Slovenia.

Promotion of competition with regard to the services provided by the PES (privatisation, contracts, voucher system): all the authorised employment agencies are private companies. The employment service outsources a set of employment mediation services
and the carrying out of some active labour market programmes to authorised employment agencies and external suppliers. Since July 2002 the measure regarding assistance for those wishing to become self-employed has been implemented as part of the so-called consultancy programme through vouchers with said programme being performed by 37 local business centres.

Decentralisation: the employment service in its capacity as a uniform institution boasts 12 regional employment offices (RO) and 59 local employment offices (LO) covering the whole of the country. The ROs enjoy a certain degree of autonomy with regard to decisions concerning the adoption of labour market-related measures in the individual regions depending on the local or regional labour market situation. The ROs and LOs can form completely independent partnerships. The employment service is expanding the network of vocational guidance and information centres to take in the whole of Slovenia.

Integration of services: the employment service guarantees uniformity in the quality of services provided throughout the country. At a regional level the ROs play a key role in coordinating human resources development (HRD) and work with regional development agencies and other partners. Support activities (finance sector, IT sector and human resources) inside the employment service are for the most part centralised.

As far as the integration of facilities is concerned, this has been carried out by working closely with other organisations and institutions involved in the areas of human resources development, social security and education in Slovenia (social security benefit authorities, employer associations, trade unions, chambers of commerce and handicrafts, Ministry of Labour, Ministry of Education, Ministry of Health, adult education centres …), and through the public employment service’s partnership with similar foreign institutions and international associations and organisations (e.g. ILO and the World Association of Public Employment Services (WAPES)).

B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE

- Matching of employment opportunities (demand) and jobseekers (supply), placement
- Professional training.
- Management/distribution of unemployment allowance and/or other benefits/ “public social assistance projects”.
- Assistance for disadvantaged target groups.
- Vocational guidance and study grants.

The mission of Slovenia’s employment service consists in increasing employability and employment together with employers, guaranteeing social security recipients’ rights, providing assistance with career development and promoting partnerships for human resources development.

Therefore the basic activities of Slovenia’s employment service are as follows:

- employment mediation and vocational guidance;
distribution of unemployment benefits;
measures and programmes forming part of employment policies;
issue of work permits for foreign workers;
national programme of study grants for young people;
production of analysis, plans and other material related to the employment service’s key areas of activity;
circulation of information on the labour market.

C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF THE PUBLIC EMPLOYMENT SERVICE

C.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand

The services mainly provided are: circulation of detailed information services on various opportunities for jobseekers and employers, such as e-Job Exchange (direct and automatic links between employers and jobseekers via Internet), e-Exchange (exchanges via Internet for winners of Zois study grants for students with outstanding academic results) as well as direct links between e-Exchange programme members and employers. General speaking membership of the vacancy information mailing list allows all jobseekers to define their own search criteria (area, level of education, professional qualification) on the basis of which the programme will automatically search for all suitable vacancies, sending information on a weekly basis to members' email addresses. Moreover self-consultation points are already operational inside some local employment offices which offer the possibility of sending and processing curricula and accessing information about vacancies and relative databases.

Performance indicators (2002)

- Number of jobseekers registered on an annual basis: 102,635 (a slight drop in numbers is forecast for 2005-2006).
- Number of vacancies registered on an annual basis: 139,037.
- Average duration of matching supply and demand (number of days between first contact and hiring): 1 year and 8 months.
- Number of jobseekers/employers making use of self-consultation facilities: approximately 48,000 people used the services of vocational guidance and information centres (of whom 28% were unemployed) while approximately 45,000 unemployed individuals were informed about advertised vacancies.
- Number of visits to employers by labour consultants: 1,980.
- Number of website visitors: 631,865.
- Number of internal employees specifically responsible for these tasks/services: approximately 330 labour consultants, 13 professional consultants.
C.2 Increase workers’ employability and prevent long-term unemployment

Services provided for this category of user are mainly: professional training, in particular for the long-term unemployed; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); individualised services and personalised consulting services/assistance/support.

Performance indicators (2002)

- Number of long-term unemployed that took part in professional training projects (courses, initiatives, etc.): 1,490.
- Number of long-term unemployed that received personalised advice: 47,570.
- Number of long-term unemployed that took part in “new start” schemes: 19,677.
- Number of long-term unemployed that found employment within a year: 10,250.
- Number of internal employees specifically responsible for these tasks/services: 343 employees.

It must be noted that the number of long-term unemployed that took part in professional training projects includes both the number of long-term unemployed that took part in extra training and learning programmes and the number of long-term unemployed that took part in “Programme 5000”. Further extra training and learning programmes were planned which allowed participants to acquire the know-how, skills and abilities needed to carry out various tasks and jobs and therefore to increase their own employment opportunities. Courses, seminars and other training programmes are carried out as part of these programmes. Given that the all-important goal of said programmes is to guarantee that participants become more competitive on the labour market, and hence succeed in finding a job, the extra training and learning programmes increasingly include theory combined with practical on-the-job training. In particular “Programme 5000” allows the unemployed to acquire a publicly accredited qualification. The programme aims to increase the employability of the unemployed, reduce employment-related structural imbalance and raise the level of education of the unemployed. The number of long-term unemployed that received personalised advice refers to the number of long-term unemployed that completed their own employment plan within two months of registering with the employment service. This involves defining the obligations and activities that will make it possible for specific categories of the unemployed to rejoin the workplace in the shortest time possible. The aforementioned employment plans highlight the responsibility of the employment service and the unemployed in relation to achieving the set goals. The unemployed individual and labour consultant jointly review the activities undertaken by the former in order to find a job. The employment plan can be improved on or amended during the whole registration period. Labour consultants draft the aforementioned employment plans for all the unemployed.

The number of long-term unemployed taking part in “new start” programmes includes:

- the number of long-term unemployed that took part in training and learning programmes including extra training and learning programmes, trail employment
periods, the workplace integration programme which comprises on-the-job training, Programme 5000 to acquire a publicly accredited qualification, the “Learning for Young Adults” project, programmes offering assistance with careers planning and job searching and job clubs;
- the number of long-term unemployed taking part in the public works programme;
- the number of long-term unemployed looking for employment.

The number of internal employees specifically responsible for these tasks/services includes the number of labour consultants and the number of professional consultants employed by the employment service. Therefore Slovenia’s employment service is organised in such a way as to help every customer that contacts the service through a consultancy process. In accordance with the provisions regarding assistance for the unemployed, every unemployed individual has his own personal consultant that generally speaking is a specialised labour consultant. The consultant can call upon a network of internal consultants (consultants in rehabilitation, education, legal and professional matters, etc.). Therefore the consultant is basically a “case manager” which each unemployed individual can make use of. Regardless of the reasons which emerged from the provisions regarding employment service activities, it was decided not to use specialised consultants for specific target groups, also for the following reasons:
- it is felt that the number of available consultants (that maintain direct contact with the unemployed) is insufficient in order to be able to further divide them among target groups;
- the critical mass of the unemployed is too small and therefore it would not be a good idea to introduce these types of consultants into the employment service set-up;
- It is felt that individuals' problems are much too complex and interdisciplinary to be able to be resolved solely by specialised consultants.

As part of the Quality Project the employment service is adjusting its services to cater for various groups of unemployed individuals and introducing experts and consultants for individual groups of people. At the present moment pilot testing of new, improved procedures is being carried out in the local offices of Koper and Maribor where the unemployed under the age of 26 without professional training and the unemployed up to the age of 40 with professional training are taking part in a specific consultancy process.

C.3 Encourage workers over the age of 50 to extend their working life

The services provided mainly comprise information about legislation/benefits/incentives to encourage mature workers not to quit the labour market and personalised consulting services and activities.

Performance indicators (2002)
- Number of mature workers that took part in lifelong learning schemes: 4,704 unemployed individuals over the age of 40.
- Number of mature workers that received personalised advice: 20,870 unemployed
individuals over the age of 50.

- Number of internal employees specifically responsible for these tasks/services: 343 employees.

It must also be noted that the number of mature workers receiving personalised advice refers to the number of unemployed individuals over the age of 50 that that completed their own employment plan within two months of registering with the employment service. This involves defining the obligations and activities that will make it possible for specific categories of the unemployed to rejoin the workplace in the shortest time possible. The aforementioned employment plans highlight the responsibility of the employment service and the unemployed in relation to achieving the set goals. The unemployed individual and labour consultant jointly review the activities undertaken by the former in order to find a job, after which the employment plan can be improved on or amended during the whole registration period. Labour consultants draft the aforementioned employment plans for all the unemployed.

C.4 Improve and increase the employability of women

The services provided are: circulation of information about training/initiatives/projects targeting this category; professional training; personalised, customer-oriented consulting services/assistance/support; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.).

Performance indicators (2002)

- Number of women that took part in professional training activities: 4,772.
- Number of women that received personalised advice: 45,624.
- Number of women that took part in “new start” schemes: 38,677.
- Number of women that found employment within a year: 26,380.
- Number of internal employees specifically responsible for these tasks/services: 343 employees.

It must be noted that the number of women taking part in “new start” schemes includes the number of women that took part in training and learning programmes including extra training and learning programmes, trial employment periods, the workplace integration programme comprising on-the-job training, Programme 5000 to acquire a publicly accredited qualification, the “Learning for Young Adults” project, programmes offering assistance with careers planning and job searching and job clubs; it also includes the number of women that took part in public works programmes.

C.5 Improve and increase the employability of people with disabilities

The services provided are: circulation of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European
unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support.

Performance indicators (2002)

- Number of people with disabilities that took part in professional training activities: 2,154.
- Number of people with disabilities that received personalised advice: 7,334 unemployed individuals with disabilities.
- Number of people with disabilities that found employment within a year: 949.
- Number of internal employees specifically responsible for these tasks/services: 16 internal employees.

Specifically “the workplace integration programme comprising on-the-job training” aims to promote the employment and workplace reintegration of individuals, unemployed for a long period or with difficulties in rejoining the world of work, and the acquisition of the know-how and skills needed to carry out a specific profession or job inside an employer’s organisation. The programme sets itself the goal of providing assistance for employers taking on new staff and individuals with few or unsuitable skills for carrying out specific duties inside an employer’s organisation. Employers are obliged to hire the individual once he/she has successfully completed training. Lastly the “Learning for young adults” project is targeted at young people between the ages of 15 and 25 who have abandoned their studies and aims to encourage them to attend a learning or training scheme and become more competitive on the labour market.

C.6 Improve and increase the employability of workers who make use of subsidies

The main services provided are: circulation of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support. In particular it should be noted that the trend regarding unemployment benefit and assistance in fighting unemployment stayed the same as in 2000 and 2001. The drop in the number of individuals entitled to unemployment benefit continued while there was a gradual increase in the number of individuals that benefited from assistance in fighting unemployment. Said trend is directly linked to the changes which took place at a legislative level. Amendments to the law of October 1998 changed the way in which the area regarding unemployment insurance-related rights was controlled. One factor which contributed to the reduction in the number of individual who submitted unemployment benefit applications was their participation in active labour policy programmes specifically targeting these categories. Payment of unemployment benefit is suspended during these programmes (i.e. said benefits are not paid). There was also a decrease in the percentage of individuals entitled to unemployment benefit and assistance in the fight against unemployment which recorded an average of 23.6% of all
the unemployed in 2002 (an average of 25.3% in 2001). In 2002, an average of 18,743 unemployed individuals per month applied for unemployment benefit, 13% less than the monthly average for 2001. At the end of December 2002 when the employment service paid out unemployment benefit to 17,601 applicants, this figure was 9.6% down on the figure for December 2001. Based on the amendments to the law individuals are entitled to unemployment benefit provided that the person in question took out insurance against unemployment prior to losing his/her job, worked for a period of at least 12 months during the 18 months preceding the date when he/she lost his/her job and that no employment opportunities suiting his/her profile have arisen during the period when benefit is claimed. With regard to the types of assistance to combat unemployment, the latter are not based on unemployment insurance but rather form a welfare right. In fact an individual is entitled to help in combating unemployment if his/her right to receive unemployment benefit is no longer valid or if he/she has lost his/her job subsequent to an internship lasting less than 12 months. Said right can be exerted by all those included in a specific income and property bracket (80% of income guaranteed for each member of the family). At the end of 2002 the number of people that received assistance in the fight against unemployment totalled 5,664 with a 25.4% increase compared to the previous year. The employment service provided assistance to an average of 5,473 unemployed individuals per month (27.5% up on the monthly average of 2001). Reimbursement of contributions to employers also represents a selective measure forming part of the active labour policies targeted mainly at companies. The purpose of said measure is to encourage employers to take on new staff – unemployed individuals for whom it is difficult to find employment, individuals looking for their first job, the mature and long-term unemployed and individuals that receive financial aid in so far as they take part in “passive” employment programmes. The number of unemployed and surplus workers that took part for the first time in 2002 in the contribution reimbursement programme (and hence found employment) totalled 744. At December 2002 the programme actively involved a total of 13,331 employers and 17,306 individuals. As far as support and promotion of self-employment is concerned, the unemployed who hold procedural documentation and a business plan certifying the validity of their business project are entitled to a grant for setting up their activity. Said grant has been made available in the form of non-returnable funding, reimbursement of contributions or, in the regions where funds are reinvested, as loans to be paid back. In 2002 961 people – self-employed workers – received non-returnable loans, contributions paid for 67 people were reimbursed and 20 people took advantage of repayable funding.

C.7 Support and guide businesses with regard to recruitment and developing human resource activities

Services provided are mainly information (about legal, tax and administrative matters), consulting services (about legal, tax and administrative matters, financial incentives to promote employment), also aimed at unmasking undeclared and illegal employment and
support in the search for highly qualified workers able to meet employers’ criteria. Analyses of the professional and training requirements of companies on the local labour market are also carried out.

Performance indicators (2002)
- Number of registered companies (actual users): 141,559 companies.
- Number of potential users: 31,660 companies.
- Number of contracts with local companies on an annual basis: 1,980 visits to employers by labour consultants.
- Number of internal employees specifically responsible for these tasks/services: 80 employees.

C.8 Promote wider/more extensive geographical and professional mobility
The services provided are mainly of information services (regarding legal matters, accommodation, etc.) aimed at helping workers looking for employment in a different geographical area from their place of residence (national or abroad) – already available for Slovenian nationals, currently being put together for foreign nationals.

Performance indicators (2002)
- Number of jobseekers that accepted employment far from their place of residence: 2,351 jobseekers.
- Number of internal employees specifically responsible for these tasks/services: 343 employees.

Generally speaking Slovenia’s employment service does not carry out monitoring of the number of people looking for employment far from their place of residence insofar as the Slovenian labour market is relatively small and geographical distances are minimum.

D. MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS
- Management by objectives.
- Total quality management system.
- Customer relations management.
- Customer satisfaction assessment: a system to assess satisfaction is in the process of being introduced as part of the Employment service quality management project.

E. “COEXISTENCE” MODELS
The basic legal framework regarding the activities performed by authorised private employment agencies was approved by the Law on employment and unemployment insurance of 1998 (Official Gazette of the Republic of Slovenia no. 69/98) and in particular by the regulations concerning the management of an employment agency (Official Gazette of the Republic of Slovenia, no. 48/99 and no. 79/2000) which govern activities related to placement, labour supply and implementation of active labour policy-
related measures and employment preparation plans (workforce reintegration). A decree regarding the calculation of payments made to employment agencies was adopted in 2000 (Official Gazette of the Republic of Slovenia no. 88/2000) and 2001 (Official Gazette of the Republic of Slovenia no. 67/2001). Said decree makes it possible for a network of authorised private employment agencies to perform placement and labour supply-related activities. In September 2003, the Slovenian employment service entered into a contract with the authorised agencies. The carrying out of activities related to placement of the unemployed and labour supply gives the latter the right for the costs related to said activities to be covered. To date 52 employment agencies have contacted Slovenia’s employment service to put themselves forward as partners and have consequently signed partnership agreements. The employment service currently works with 20 agencies. The amounts paid to said agencies depend on a series of factors: length of period of employment, placement of long-term unemployed (the amount paid by the state increases in relation to the length of the time the unemployed individual has been registered with the employment service), whether the vacancy is in a region with a higher than average unemployment rate, whether the individual in question if looking for his/her first job, long-term unemployed, with disabilities, mature and the type of benefit received by the individual in question while unemployed (unemployment benefit or assistance in the fight against unemployment).

F. WORKING WITH OTHER ACTORS
In addition to partnerships with authorised private employment agencies, the employment service works closely with employers and businesses, training and education providers, social partners, ministries and public institutions, regional development agencies, local communities and municipalities, non governmental organisations and associations and the media. The National Centre of Vocational Guidance Resources (CNROP), a member of the European network of CNROPs and responsible for extending the network of Vocational Guidance and Information Centres (CIOP) to include the whole country, works inside the employment service. Slovenia’s CNROP works mainly with the Ministries of Labour and Education, the chambers of commerce and handicrafts, schools and universities, professional training and adult education centres and student organisations. The CIOP principally interact with schools, employers and local communities. In small cities the involvement of local parties that put up funding to open said centres is all-important.

G. COMPUTERISATION OF DATA PROCESSING AND SUPPLY OF ONLINE SERVICES
The employment service’s webpage offers a wide selection of information for the unemployed, employers and study grant winners. Ample space has been provided for the development of interactive programmes inside the Job Search section in order to ensure a direct, automatic link between employers and jobseekers. The Currently Available Vacancies section provides a mailing list membership service which guarantees
notification of vacancies. Jobseekers can define their search criteria (based on the area, level of education and professional qualification) which the programme then uses to automatically search for the most suitable vacancies and send weekly search results to members’ email addresses. Employers and the unemployed can directly print off a series of forms from the employment service’s website. Furthermore an electronic vacancy notification system is currently being developed. There is also a special sub page where individuals looking for employment and employers looking for workers can register. Both these groups can view the database of registered jobseekers and employers and find an employer or jobseeker to fit their specific needs.

H. INTERNATIONAL COOPERATION BETWEEN DIFFERENT STATES’ PUBLIC EMPLOYMENT SERVICES

The most common types of international cooperation which the employment service is involved in include the active participation of employment service representatives in various meetings, workshops and seminars (where they present dossiers, hold lessons, explain reports and chair a series of meetings), practical training courses held abroad covering various sectors and visits and lessons by foreign experts in Slovenia. The employment service staff has been involved in various information exchange networks within their own areas of responsibility (which information and communication technologies have an important impact on). The regional offices increasingly take part in events held both abroad and Slovenia which see the participation of international experts. The employment service’s main activities related to international cooperation are as follows:

- Participation in WAPES – World Association of Public Employment Services: employment service representatives attend WAPES workshops and other activities. A Slovenian employment service representative is one of WAPES two internal listeners (the other is Austrian). The employment service is also involved in developing WAPES’ information system.

- Cooperation with other international institutions and associations [e.g. ILO, OECD, IAEVG (International Association for Educational and Vocational Guidance, FEF, etc.).

- Cooperation among the public employment services of EU member states, candidate and acceding countries: the Chief Executive of the employment service attends regular meetings with the Chief Executives of the public employment services of EU member states, candidate and acceding countries. A training seminar was held in Bled, Slovenia from September 29 to October 1 2003, sponsored by the European Commission with the aim of supporting candidate and acceding countries with the implementation of the European unemployment strategy. The seminar was organised by the Swedish national labour market administration (AMS) together with the Slovenian employment service and saw the participation of approximately 40 public employment service representatives from candidate and acceding countries.
Cooperation with the public employment services of Central Europe: the employment service has taken part in professional meetings and workshops for the past ten years, as part of cooperation activities involving the public employment services of Central Europe (Austria, Czech Republic, Hungary, Germany, Slovakia, Poland, Croatia and Slovenia) as well as regular meetings with the Chief Executives of the Central European public employment services.

Bilateral cooperation with the public employment services: the employment service actively cooperated with foreign public employment services and similar institutions. In particular the employment service works with the Flemish Professional training and employment office (VDAB) as part of the twinning projects sponsored by the European Commission with the aim of helping future member states’ public employment services to show their ability to rise to the challenge represented by EU membership. From October 2000 to December 2001 the PHARE project “Support with strengthening the labour market organisations” was managed by the Slovenian employment service together with the British Sunderland City Training and Enterprise Council and the British, Swedish and Irish employment services.

European Union membership-related activities: EURES network, European Structural Funds, especially the European Social Fund, adoption of “community patrimony”.

Participation in PHARE projects and other programmes featuring intensive transnational cooperation with the public employment services’ regional offices in Austria, Italy and Hungary. Activities related to PHARE projects were stepped up considerably, as was the case with other European Union programmes and in particular the “Leonardo da Vinci” project and the European Network of National Centres of Vocational Guidance Resources.

Employment service representatives also take part in various activities included in the Austria-Hungary-Slovenia trilateral conference (“Interreg III”). As a result of this cooperation an agreement was signed in March 2003 between the Austrian national labour market administration (AMS – Arbeitmarktservice) and the Slovenian employment service with regard to further cooperation activities forming part of the Territorial Employment Pacts in border regions.

I. MAIN TRENDS OF POLITICAL/REGULATORY FRAMEWORK
Slovenia has adopted a specific “National programme for the development of the labour market” which runs through to 2006. The effectiveness of labour market policies will be guaranteed by the following:

- implementation and linking of all components of economic and employment policies;
- an active labour market policy focusing on education and lifelong learning with the aim of supporting employability;
- modernisation of the network system involving institutions by carrying out specific programmes at a national and regional level;
- guaranteed monitoring and assessment of programmes on a daily basis;
• inclusion of the social partners in planning and implementing labour market policy. The development of a series of active labour market measures based on the new European strategy and directives for employment for the years to come is currently underway, as is the drafting of a Single Planning Document for Slovenia aimed at Structural Funds, the adoption of which is still to be finalised. Said policy is centred on the shift from passive labour policies to active measures and includes increased focus on the long-term unemployed, young people, people with disabilities and women.
4.10 Slovakia

GENERAL INFORMATION (2002)

Population (thousands of units) 5,384
Population of working age (15-64, thousands of units) 2,123
Per capita income index (PPP) 47.2 (EU=100)
Activity rate 69.9%
Employment rate 56.8%
Unemployment rate (15-64) 18.6% men: 18.4% women: 18.8%
Long-term unemployment rate 12.1% men: 11.7% women: 12.5%

Name of employment service National Labour Office

Director (or other manager(s)) Jaroslav Šumný, Chief Executive

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Župné námestie No. 5 - 6, 812 67 Bratislava, Slovakia

Geographical area(s) covered The Republic of Slovakia

No. of local offices (per region/province) 8 regional labour offices, 79 district labour offices, 52 local labour offices

A. MAIN CHANGES AND DEVELOPMENTS OF RECENT YEARS
The beginning of the institutional development of the Slovakian PES dates back to the early 1990s. In 1993 labour offices were set up with the status of regional public administration bodies and their central body was the Employment Services Administration (budgeted institution). The Employment Fund (public institution) was also established in the same year and not only did its areas of responsibility include initiatives in favour of the unemployed but also the financing of initiatives to maintain and create jobs. The setting up of the “National Labour Office” in 1997, in compliance with the National Council’s Law on Employment no. 387/1996, completed the integration of various labour market institutions into a single institution responsible for finance, performance and control. The National Labour Office’s management and finance system is based on the principle of an insurance fund, free from the constraints of state budgeting, which together with the tripartite administration shows how the state has done away with the concept of single management in this sector.

B. GENERAL MISSION OF PUBLIC EMPLOYMENT SERVICE
Generally speaking employment policy has the following main goals:
• To provide jobs for all people looking for employment that wish and are able to work.
• To allow free choice of employment and the acquisition of qualifications for a
suitable job.

- To establish and maintain the balance between labour supply and demand.
- To reduce unemployment to a minimum.
- (To ensure adequate benefits to workers who have lost their jobs through no fault of their own by offering unemployment benefit and encouraging them to look for work).
- To offer professional training and requalification taking into account labour market needs.
- To achieve the conditions needed to create employment opportunities in the form of new jobs.
- To achieve the conditions needed to maintain employment and prevent collective redundancies.
- To adopt measures to support professional mobility, adjusting labour supply to the available jobs in various professional sectors, and geographical mobility by encouraging the transfer of workers to regions offering employment.
- To guarantee free employment mediation and free consultation services for all citizens.

The authorities responsible for implementing labour market policy are the Republic of Slovakia’s Ministry of Labour, Ministry of Social Affairs and Family and the “National Labour Office”. The “National Labour Office” is a body set up pursuant to law, with the aim of guaranteeing all citizens’ constitutional right to work. The “National Labour Office” is a legal person and acts through its management and executive bodies.

C. MAIN SERVICES PROVIDED TO MEET SPECIFIC GOALS/PRIORITIES AND TARGETS/STRATEGIES OF THE PUBLIC EMPLOYMENT SERVICE

C.1 Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand

The services provided are: offer/circulation of detailed information regarding a variety of opportunities for jobseekers and employers; preparation of “World of Work” programme for the unemployed and individuals wishing to change jobs; collection/processing of curricula/job offers and relative databases; setting up of online services and self-consultation facilities.

Performance indicators (2002)

- Number of jobseekers registered per year: 520,642.
- Number of job offers registered per year: 225,850.
- Number of website visitors: 169,181.
- Number of employees specifically assigned to this department/services: 100.

C.2 Increase workers’ employability and prevent long-term unemployment

The services provided are: detailed information services; professional training for the
long-term unemployed; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); individual services and personalised consulting services/assistance/support; special programmes, for example agreements on socially useful jobs for the long-term unemployed. The “National Labour Office” focuses particular attention on this group of citizens. In addition to the aforementioned activities to support the long-term unemployed, a special programme entitled Negotiating socially useful jobs for the long-term unemployed has been set up. The registered unemployed are employed for a specific period of time on the basis of an agreement entered into by the “District Labour Office” and the employer which could be a municipal administration, social organisation, etc. Under the agreement the “District Labour Office” puts aside the funds to be paid to the employer in order to pay the worker’s salary or wages, national health contributions, sickness insurance, pension insurance and unemployment insurance and cover the cost of personal security equipment as well as food, accommodation and travel expenses depending on the terms of the agreement. Another unique programme is the agreed special employment where the employer takes on long-term unemployed for a period of at least six months through an agreement entered into with the “District Labour Office”. The “District Labour Office” puts aside the funds to be paid to the employer in order to pay the worker’s salary or wages, national health contributions, sickness insurance, pension insurance and unemployment insurance and cover the cost of food, accommodation and travel expenses depending on the amounts agreed on. The “District Labour Office” can allocate the employer additional funding in order to extend the employment contract for a further six months.

C.3 Encourage workers over the age of 50 to extend their working life
The services provided to this group of users are mainly information about legislation, benefits and incentives aimed at encouraging mature workers to stay on the labour market and personalised consulting services and activities. In this regard the “National Labour Office” focuses particular attention on the mature unemployed and specific groups of long-term unemployed individuals. In addition to the aforementioned services, the labour office offers the mature unemployed contract work.

C.4 Improve and increase the employability of women
The services provided mainly consist in professional training. According to the National Council’s Law on Employment no. 386/1996 and amendments, the “National Labour Office” does not pay particular attention to female employment. The “National Labour Office” offers its services to women and to all other unemployed individuals. Specific groups are formed of women who no longer receive the benefits paid to parents. When these groups of individuals are hired for a specific period of time, the labour office sets aside funds to be paid to the employer for a 12-month period as is the case for the long-term unemployed and individuals over the age of 50.
C.5 Improve and increase the employability of people with disabilities

The services provided are: circulation of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support. In addition to the aforementioned services the labour office carries out professional rehabilitation programmes, which allow individuals with disabilities to find suitable employment or maintain a job, including professional consulting services, consulting services for the implementation of professional training schemes, training, pre-employment preparation, labour mediation and the creation of suitable conditions for performing the job. Professional rehabilitation initiatives can be implemented by employers or professional facilities dealing with rehabilitation. The labour office also works with employers, local healthcare administration bodies, trade union and cooperative delegations to decide on the types of employment which are not suitable for individuals with reduced working capacity. Its tasks also include the stipulation of agreements on contributions to create and manage protected jobs and industries and on the distribution of funding to support individuals with reduced working capacity during training and pre-employment preparation. Said agreements can also include the requalification of these categories of workers and the allocation of financial resources to offer support and cover contributions. The public employment service is also responsible for the lists of workers with disabilities and including the types of work which are not suitable for said individuals in the job offers registers, checking compliance with the obligatory number of employees with disabilities with regard to the total number of employees and that said obligation is fulfilled. Lastly it adopts measures for the assignment of the registered unemployed with disabilities and the registered unemployed with serious disabilities to a suitable job and assesses said measures on a six-month basis.

C.6 Improve and increase the employability of workers who make use of subsidies

The services provided are: circulation of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/assistance/support. In particular the “District Labour Office” can, at the employer’s request, contribute up to 50% of the total cost of requalification provided that the worker keeps the job for a minimum of 12 months following completion of the requalification course, or that requalification was organised as part of the measures aimed at preventing or limiting collective redundancies. If employers offer their own employees requalification initiative as part of requalification programmes, the “District Labour Office” can reimburse more than 50% of the total requalification costs subject to written agreement.
C.7 **Support and guide businesses with regard to recruitment and developing human resource activities**

The services provided are mainly: information (about legal, tax and administrative matters); consulting services (about legal, tax and administrative matters, financial incentives to promote employment); help in looking for staff with high professional skills/qualified staff who meet employer's criteria; analysis of businesses’ professional and training requirements on the local labour market; professional training in line with the aforementioned requirements; information and/or advice regarding measures aimed at unmasking undeclared and illegal employment.

C.8 **Promote wider/more extensive geographical and professional mobility**

In this area the local labour office is responsible for reimbursing an employee’s travel expenses in the form of a monthly contribution equal to the cost of the trip from his/her place of permanent residence to his/her temporary place of work and vice versa using public transport. For the unemployed in the permanent place of residence the “Local Labour Office” can provide advice, mediation and requalification courses upon request. According to the new planned law, i.e. the law on employment services, the “District Labour Office” will be able to offer unemployed individuals an allowance of up to 10,000 Slovakian koruna every two years when they move to another location for work reasons.

D. **MANAGEMENT SYSTEMS AND PERFORMANCE ASSESSMENT MODELS**

- Management by objectives.
- Total quality management.
- Customer relations management.
- Customer satisfaction assessment.

E. **“COEXISTENCE” MODELS**

In Slovakia there are labour mediation organisations which charge for their services and which must be authorised by the “National Labour Office”. Authorisation of charged labour mediation is granted for a maximum of 5 years. The agencies do not work in any other way with these organisations. The labour offices also work with employers in the area of labour mediation.

F. **WORKING WITH OTHER ACTORS**

- The Republic of Slovakia’s Ministry of Labour and Ministry of Social Affairs and Family (in legislation).
- Partnership with the Republic of Slovakia’s Trade Union Confederation and Employer Association Organisations as part of the tripartite management.
- Republic of Slovakia’s Statistic Office (for the mutual exchange of selected indicators).
- Institute of Research on Labour, Social Affairs and Family.
• Partnerships with employers regarding the employment of registered unemployed in socially useful jobs based on a written agreement between the employer and relevant labour office, e.g. municipal administration, social and healthcare institutions, no profit organisations, officially recognised churches, etc.

G. INTERNATIONAL COOPERATION BETWEEN DIFFERENT STATES’ PUBLIC EMPLOYMENT SERVICES
The following projects are currently being carried our:
• PHARE projects in the area of the MATRA human resources development programme for candidate countries together with the Dutch firm SEOR.
• MATRA 2001 –“System for Monitoring, Analysis and Systematic Assessment of Employment Policy in Slovakia” – the project has been completed.
• MATRA 2002 –“Development of customer-oriented vocational guidance services and self-consultation services inside District Labour Offices”.

H. MAIN TRENDS OF POLITICAL/REGULATORY FRAMEWORK
A new law regarding the employment services is currently being drawn up and contains some changes and some innovative elements with regard to the employment services, and in particular with regard to the following:
• Creation of conditions for the flexible organisation and supply of employment services in relation to the various needs of individual candidates.
• Creation of equal access to employment services with the focus on improving the employment of disadvantaged groups of candidates and in relation to the regions where they live.
• More successful and more transparent use of public resources and European Social Fund resources.
• Provision of employment services by parties other than the public administration thus allowing for mutual partnerships.
• Changes in the employment of EU nationals and third-country nationals.
• Application of stricter requisites to maintain the candidates in the jobseekers’ list.
• Determination of new active labour market policies, with and without the possibility of recourse.
• Creation of coalitions for specific purposes, the so-called partnerships for the implementation of specific projects and programmes to support employment in the regions.
• Creation of a “Committee for Employment Issues” and definition of its responsibilities.
ANNEX

COUNTRY REPORT - FACT SHEETS
RAPPORT NATIONAL - FICHE DE RENSEIGNEMENTS
COUNTRY REPORT - FACT SHEETS

General data (by the end of 2001 or 2002 where available)

Population

Working age population (15-64 years)

Employment (15-64 years)
  - Employment rate
  - Activity rate

Unemployment rate

Long Term Unemployment (LTU) rate

Name of the PES

Chief executive (or other(s) in charge of)

Contact details (e-mail, telephone number, fax, address)

Geographical area(s) covered

Number of local offices (per region/province)

Number of internal staff and external consultants/experts

1. Main changes and evolution taken place over the last years (new regulatory framework; reform/modernization processes)

The modernization of Employment services undertaken in the OECD countries during the 90s, may be grouped into two main sectors of intervention: the extension of the job-placement market to private actors and the restructuring of the organizational working methods and functioning of public Institutions dealing with job placement activities. Please indicate the basic features of the main legislative/regulatory initiatives within the above mentioned fields adopted (and the related year), as follows:

- regulation of TWAs;
- end of the public monopoly in job-placement;
- fostering competition in the delivery of PES services (privatisation, contracting out, voucher system – please specify);
- decentralization;
- integration of services;
- integration of structures.
2. General PES Mission (“mandate” appointed by the State to the public system of employment services, according to NAP, Masterplan, official guidelines, etc. - please tick (yes/no) the appropriate one(s) and/or add any possible further):

- Matching vacancies (demand)/jobseekers (supply), placing;
- Vocational training;
- Managing/providing unemployment benefits and/or other subsidies/“welfare state projects”;
- Assistance to disadvantaged target-groups;
- …

3. Main services provided according to specific objectives/priorities and targets/strategies of PES

3.1. Making job placement dynamics smoother, more rapid and efficient, in order to achieve a better matching between labour demand and supply

Related services provided (please tick (yes/no) the appropriate one(s) and/or add any possible further):

- Providing/disseminating advanced information services (please specify which ones) on different opportunities both for jobseeker and employers;
- Reception/treatment of curricula/vacancies and related database;
- Implementation of on-line services and self-service facilities;
- …

Performance indicators* (please specify the latest year available data) Forecasts 2004-2006 (where available)

<table>
<thead>
<tr>
<th>Performance indicator</th>
<th>Forecasts 2004-2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>N. of registered jobseekers per year</td>
<td></td>
</tr>
<tr>
<td>N. of registered vacancies per year**</td>
<td></td>
</tr>
<tr>
<td>Average matching duration (n. of days from first contact to recruitment)</td>
<td></td>
</tr>
<tr>
<td>N. of jobseekers/employers who benefited from self-services information facilities</td>
<td></td>
</tr>
<tr>
<td>N. of web-site visitors</td>
<td></td>
</tr>
<tr>
<td>N. of internal staff specifically addressed to such function/services</td>
<td></td>
</tr>
</tbody>
</table>

* In most cases, the required number is intended as “approximate”.
** Are employers obliged to communicate their vacancies to the PES?

3.2 Raising employability of workers and preventing long-term unemployment

Related services provided (please tick (yes/no) the appropriate one(s) and/or add any possible further):

- Providing advanced information;
• Providing vocational training for long-term unemployed people;
• Promotion/Provision of training-on-the job programmes (e.g. traineeship, apprenticeship, a “new start” according to EES, etc.);
• Providing tailor-made services and personalised counselling/assistance/support;
• …

**Performance indicators***
(please specify the latest year available data) | **Forecasts 2004-2006**
--- | ---
N. of LTU involved in vocational training projects (courses, initiatives, etc.) |  
N. of LTU who benefited from tailored counselling |  
N. of LTU involved in a “new start” |  
N. of involved LTU who found an occupation within a year |  
N. of internal staff specifically addressed to such function/services |  

* In most cases, the required number is intended as “approximate”.

3.3 *Encouraging elder workers to prolong their working life*
Related services provided (please tick (yes/no) the appropriate one(s) and/or add any possible further):
• Provision of information on legislation/subsidies/incentives encouraging elder workers not to quit the labour market;
• Provision of personalised counselling and tailor-made actions;
• …

**Performance indicators***
(please specify the latest year available data) | **Forecasts 2004-2006**
--- | ---
N. of elder workers involved in life-long learning initiatives |  
N. of elder workers who benefited from tailored counselling |  
N. of internal staff specifically addressed to such function/services |  

* In most cases, the required number is intended as “approximate”.

3.4 *Enhancing and raising employability of women (according to the gender mainstreaming scheme and to the achievement of equal opportunities)*
Related services provided (please tick (yes/no) the appropriate one(s) and/or add any possible further):
• Dissemination of information on training/initiatives/projects addressed to such categories;
• Provision of vocational training;
• Provision of tailor-made and customer-oriented counselling/assistance/support;
• Promotion/Provision of training-on-the job programmes (e.g. traineeship, apprenticeship, a “new start” according to EES, etc.);
• …
### Performance indicators*  
*(please specify the latest year available data)*

<table>
<thead>
<tr>
<th></th>
<th>Forecasts 2004-2006 (where available)</th>
</tr>
</thead>
<tbody>
<tr>
<td>N. of women involved in vocational Training activities</td>
<td></td>
</tr>
<tr>
<td>N. of women involved in personalised counselling</td>
<td></td>
</tr>
<tr>
<td>N. of women involved in new start measure</td>
<td></td>
</tr>
<tr>
<td>N. of involved women who found an occupation within a year</td>
<td></td>
</tr>
<tr>
<td>N. of internal staff specifically addressed to such function/services</td>
<td></td>
</tr>
</tbody>
</table>

* In most cases, the required number is intended as “approximate”.

#### 3.5 Enhancing and raising employability of disabled

Related services provided (please tick (yes/no) the appropriate one(s) and/or add any possible further):

- Dissemination of information on training/initiatives/projects addressed to such categories;
- Provision of vocational training;
- Promotion/Provision of training-on-the job programmes (e.g. traineeship, apprenticeship, a “new start” according to EES, etc.);
- Provision of tailor-made and customer-oriented counselling/assistance/support;
- ...

### Performance indicators*  
*(please specify the latest year available data)*

<table>
<thead>
<tr>
<th></th>
<th>Forecasts 2004-2006 (where available)</th>
</tr>
</thead>
<tbody>
<tr>
<td>N. of disabled involved in vocational Training activities</td>
<td></td>
</tr>
<tr>
<td>N. of disabled involved in personalised counselling</td>
<td></td>
</tr>
<tr>
<td>N. of disabled involved in a new start measure</td>
<td></td>
</tr>
<tr>
<td>N. of involved disabled who found an occupation within a year</td>
<td></td>
</tr>
<tr>
<td>N. of internal staff specifically addressed to such function/services</td>
<td></td>
</tr>
</tbody>
</table>

* In most cases, the required number is intended as “approximate”.

#### 3.6 Enhancing and raising employability of subsided workers (beneficiaries of unemployment benefits and/or other financial support)

- Dissemination of information on training/initiatives/projects addressed to such categories;
- Provision of vocational training;
- Promotion/Provision of training-on-the job programmes (e.g. traineeship, apprenticeship, a “new start” according to EES, etc.);
- Provision of tailor-made and customer-oriented counselling/assistance/support.

#### 3.7 Supporting and guiding enterprises for recruiting and in developing actions for human resources

Related services provided (please tick (yes/no) the appropriate one(s) and/or add any possible further):
• Information (on legal, fiscal and administrative aspects);
• counselling (on legal, fiscal and administrative aspects, financial incentives to foster employment, etc.);
• Support in searching high skilled/qualified labour force who meet employers’ criteria;
• Analysis of professional and training needs of enterprises on the local labour market;
• Provision of vocational training according to the above mentioned needs;
• Information and/or counselling aimed at supporting the emergence of black and illegal work;
• …..

Performance indicators* (please specify the latest year available data)  Forecasts 2004-2006 (where available)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>N. of enterprises registered</td>
<td>N. of contact with local</td>
</tr>
<tr>
<td>(actual users)</td>
<td>enterprise per year</td>
</tr>
<tr>
<td>N. of potential users</td>
<td>N. of internal staff</td>
</tr>
<tr>
<td>N. of contacts with local</td>
<td>specifically addressed to such</td>
</tr>
<tr>
<td>enterprise per year</td>
<td>function/services</td>
</tr>
</tbody>
</table>

* In most cases, the required number is intended as “approximate”.

3.8 Promoting a wider geographical and professional mobility
Related services provided (please tick (yes/no) the appropriate one(s) and/or add any possible further):
• Information services (for legal aspects, accommodation etc.) aimed at supporting workers who seek a job in a different area (national or foreigner);
• Personalised services;
• …

Performance indicators* (please specify the latest year available data)  Forecasts 2004-2006 (where available)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual performance indicators</td>
<td>Forecast performance indicators</td>
</tr>
<tr>
<td>(e.g. 2002 or latest year</td>
<td>(where available) (2002-2004)</td>
</tr>
<tr>
<td>available)</td>
<td></td>
</tr>
<tr>
<td>N. of jobseekers who accepted</td>
<td>N. of jobseekers who asked for</td>
</tr>
<tr>
<td>a job outside their residence</td>
<td>assistance in seeking</td>
</tr>
<tr>
<td>venue</td>
<td>a job in a different area</td>
</tr>
<tr>
<td>N. of jobseekers who asked for</td>
<td>N. of internal staff</td>
</tr>
<tr>
<td>assistance in seeking a job in</td>
<td>specifically addressed to such</td>
</tr>
<tr>
<td>a different area</td>
<td>function/services</td>
</tr>
</tbody>
</table>

* In most cases, the required number is intended as “approximate”.

4. Management systems and patterns for the evaluation of performance (please tick (Y/N) the appropriate one(s) and/or add any possible other(s)):
• Management by Objectives;
• Total Quality Management System;
• *Sales Management Systems*;
• *Customer relationship Management*;
• Measurement of customer satisfaction (e.g. customer loyalty indicators);
• …

5. **Models of “cohesistence” (competition, co-operation, etc.) between PES and private job placement operators (PRES): partnership/joint projects; outsourcing; co-operation, etc. (please specify the involved services/functions/initiatives and how managed)**

6. **Co-operation with other actors (both public and private): e.g. municipalities, trade unions, non-profit organisations (please specify the involved bodies and related services/functions/initiatives/projects)**

7. **Informatisation of data processing and on-line services’ provision (promotion and development of self-service through the Internet)**

8. **International co-operation between PES from different States (joint projects, partnership, etc.); Follow-up of on-going initiatives; Perspectives (e.g. co-operation with Central and Eastern Europe Candidate Countries)**

9. **Main trends within the policy/regulatory framework (please specify and explain)**
   • Other reform/modernisation processes planned over the medium-long term;
   • Shifting the focus to specific target-groups and/or policies.
RAPPORT NATIONAL - FICHE DE RENSEIGNEMENTS

Informations générales (actualisées fin 2001/2002)

Population

Âge de la population active (15-64 ans)

Emplois (15-64 ans)
- Taux d’emploi
- Taux d’activité

Taux de chômage

Taux de chômage de longue durée (CLD)

Nom du SPE

Directeur (ou autre(s) responsable(s))

Contacts (courriel, téléphone, télécopie, adresse)

Zone(s) géographique(s) couverte(s)

Nombre d’antennes locales (par région/province)

Effectifs internes et consultants/experts externes

1. Changements majeurs et principales évolutions au cours des dernières années
   (nouveau cadre réglementaire; processus de réforme/modernisation)

La modernisation des services pour l’emploi commencée au cours des années 90 dans les pays de l’OCDE peut être classée dans deux principaux secteurs d’intervention: l’ouverture du marché de l’emploi et du placement aux intervenants privés et la restructuration des méthodes de travail, d’organisation et de fonctionnement des Institutions publiques impliquées dans les activités de placement. Veuillez indiquer les caractéristiques de base des principales initiatives législatives/réglementaires adoptées dans les domaines susmentionnés (et l’année correspondante), en matière:
- de régulation des valeurs moyennes pondérées d’exposition (TWA);
- de fin du monopole public du placement;
- de compétitivité stimulée dans la fourniture de services par les SPE (privatisation, sous-traitance, systèmes de bons - spécifier S.V.P.);
- de décentralisation;
- d’intégration des services;
- d’intégration des structures.
2. **Mission générale des SPE («mandat» conféré par l’État au système public des services pour l’emploi, conformément au Plan d’Action National (PAN), au plan d’aménagement prioritaire (Masterplan), aux lignes directrices officielles, etc. - veuillez indiquer par oui ou par non la ou les caractéristique(s) appropriée(s) et/ou en ajouter éventuellement d’autres):**

- Recoupement entre les offres d’emploi (demande) et les chercheurs d’emploi (offre), placement;
- Formation professionnelle;
- Gérer/dispenser les allocations chômage et/ou autres aides/«projets publics d’aide sociale»;
- Aides aux groupes cibles désavantagés;
- …

3. **Principaux services fournis en fonction d’actions spécifiques des SPE en matière d’objectifs/priorités et cibles/stratégies**

3.1 **Affiner les dynamiques du placement pour les rendre plus rapides et plus efficientes, afin de faire se rencontrer plus efficacement la demande et l’offre d’emploi**

Services connexes dispensés (veuillez cocher par oui ou par non le ou les service(s) approprié(s) et/ou ajouter éventuellement tout autre type de service):

- Fournir/divulguer des services d’information avancés (veuillez spécifier lesquels, S.V.P.) sur les diverses opportunités destinées autant aux demandeurs d’emploi qu’aux employeurs;
- Collecter/traiter les CV/offres d’emploi et les bases de données correspondantes;
- Mettre en place des services en ligne et des structures en libre-service;
- …

<table>
<thead>
<tr>
<th>Indicateurs de performance*</th>
<th>Prévisions 2004-2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Veuillez spécifier les données disponibles pour la dernière année)</td>
<td>(s’il y en a)</td>
</tr>
<tr>
<td>N. de chercheurs d’emploi enregistrés par an</td>
<td></td>
</tr>
<tr>
<td>N. d’offres d’emploi enregistrés par an**</td>
<td></td>
</tr>
<tr>
<td>Durée moyenne du matching (nombre de jours entre le premier contact et le recrutement)</td>
<td></td>
</tr>
<tr>
<td>N. de chercheurs d’emploi/employeurs ayant bénéficié des informations fournies en libre-service</td>
<td></td>
</tr>
<tr>
<td>N. de visiteurs sur le site Web</td>
<td></td>
</tr>
<tr>
<td>Effectifs internes expressément dédiés à ces fonctions/services***</td>
<td></td>
</tr>
</tbody>
</table>

* Dans la plupart des cas, le nombre requis doit être considéré comme « approximatif »

** Les employeurs sont-ils obligés de communiquer leurs offres d’emploi au SPE ?

*** Veuillez spécifier s’il y a des conseillers et/ou d’autres profils professionnels et/ou groupes d’intervention spécifiques.
### 3.2 Rehausser le niveau d’employabilité des travailleurs et combattre le chômage de longue durée

Services connexes dispensés (veuillez cocher par oui ou par non le ou les service(s) approprié(s) et/ou ajouter éventuellement tout autre type de service):

- Fournir des services d’information avancés;
- Organiser/dispenser la formation professionnelle destinée aux chômeurs de longue durée;
- Promouvoir/organiser des programmes de formation en entreprise (par ex. stages de formation, apprentissage, un « nouveau départ » en conformité avec la Stratégie Européenne pour l’Emploi, etc.);
- Fournir des services sur-mesure et des activités conseil/assistance/aide personnalisées;
- …

<table>
<thead>
<tr>
<th>Indicateurs de performance*</th>
<th>Prévisions 2004-2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Veuillez spécifier les données disponibles pour la dernière année)</td>
<td>(s’il y en a)</td>
</tr>
<tr>
<td>N. de CLD impliqués dans les projets de formation professionnelle (cours, initiatives, etc.)</td>
<td></td>
</tr>
<tr>
<td>N. de CLD ayant bénéficié de conseil personnalisé</td>
<td></td>
</tr>
<tr>
<td>N. de CLD impliqués dans un « nouveau départ »</td>
<td></td>
</tr>
<tr>
<td>N. de CLD impliqués qui ont trouvé un emploi dans les 12 mois</td>
<td></td>
</tr>
<tr>
<td>Effectifs internes expressément dédiés à ces fonctions/services**</td>
<td></td>
</tr>
</tbody>
</table>

* Dans la plupart des cas, le nombre requis doit être considéré comme «approximatif».
** Veuillez spécifier s’il y a des conseillers et/ou d’autres profils professionnels et/ou groupes d’intervention spécifiques.

### 3.3 Encourager les travailleurs plus âgés à prolonger leur vie professionnelle

Services connexes dispensés (veuillez cocher par oui ou par non le ou les service(s) approprié(s) et/ou ajouter éventuellement tout autre type de service):

- Mise à disposition d’informations sur la législation, les aides et les mesures incitatives ayant pour but d’encourager les travailleurs plus âgés à rester sur le marché du travail;
- Mise en place de conseil personnalisé et d’actions sur-mesure;
- ….

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<td>N. de travailleurs âgés impliqués dans des initiatives de formation tout au long de la vie</td>
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<td>N. de travailleurs âgés ayant bénéficié de conseil personnalisé</td>
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** Veuillez spécifier s’il y a des conseillers et/ou d’autres profils professionnels et/ou groupes d’intervention spécifiques.
3.4 Encourager et rehausser le niveau d’employabilité des femmes (rapporté à l’intégration de la dimension de genre et à la mise en œuvre de l’égalité des chances)
Services connexes dispensés (veuillez cocher par oui ou par non le ou les service(s) approprié(s) et/ou ajouter éventuellement tout autre type de service):
- Divulguer l’information sur les formations/initiatives/projets destiné(e)s à ces catégories;
- Organiser/dispendre la formation professionnelle;
- Dispenser des activités conseil/d’assistance/d’aide personnalisées et orientées client;
- Promouvoir/organiser des programmes de formation en entreprise (par ex. stages de formation, apprentissage, un «nouveau départ» en conformité avec la Stratégie Européenne pour l’Emploi, etc.);
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<td>N. de femmes impliquées ayant reçu un conseil personnalisé</td>
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<td>N. de femmes concernées par des mesures pour un nouveau départ</td>
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<td>N. de femmes impliquées ayant trouvé un emploi dans les 12 mois</td>
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** Veuillez spécifier s’il y a des conseillers et/ou d’autres profils professionnels et/ou groupes d’intervention spécifiques.

3.5 Encourager et rehausser le niveau d’employabilité des handicapés
Services connexes dispensés (veuillez cocher par oui ou par non le ou les service(s) approprié(s) et/ou ajouter éventuellement tout autre type de service):
- Divulguer l’information sur les formations/initiatives/projets destiné(e)s à ces catégories;
- Organiser/dispendre la formation professionnelle;
- Promouvoir/organiser des programmes de formation en entreprise (par ex. stages de formation, apprentissage, un «nouveau départ» en conformité avec la Stratégie Européenne pour l’Emploi, etc.);
- Dispenser des activités conseil/d’assistance/d’aide personnalisées et orientées client;
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<td>N. de personnes handicapées impliquées dans des activités de formation professionnelle</td>
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Effectifs internes expressément dédiés à ces fonctions/services**

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d’intervention spécifiques.

3.6 Encourager et rehausser le niveau d’employabilité des travailleurs subventionnés  
(bénéficiaires d’allocations chômage et/ou d’autres aides financières)
- Divulguer l’information sur les formations/initiatives/projets destiné(e)s à ces
  catégories;
- Organiser/dispenser la formation professionnelle;
- Promouvoir/organiser des programmes de formation en entreprise (par ex. stages de
  formation, apprentissage, un « nouveau départ » en conformité avec la Stratégie
  Européenne pour l’Emploi, etc.);
- Dispenser des activités conseil/d’assistance/d’aide personnalisées et orientées client.

3.7 Aider et guider les entreprises à recruter et à développer des actions ciblées sur les
ressources humaines
Services connexes dispensés (veuillez cocher par oui ou par non le ou les service(s)
approprié(s) et/ou ajouter éventuellement tout autre type de service):
- Information (portant sur les aspects légaux, fiscaux et administratifs);
- Conseil (portant sur les aspects légaux, fiscaux, administratifs et sur les aides
  financières destinées à stimuler l’emploi, etc.);
- Aide à la recherche de personnels fortement compétents/qualifiés qui satisfont les
  critères de l’employeur;
- Analyse des besoins professionnels et en formation des entreprises sur le marché du
  travail local;
- Formation professionnelle dispensée en fonction desdits besoins;
- Information et/conseil sur les mesures de soutien destinées à faire émerger
  l’économie souterraine (travail au noir et illégal);
- …

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<tr>
<td>N. d’entreprises enregistrées (utilisateurs actuels)</td>
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<td>N. d’utilisateurs potentiels</td>
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<td>N. de contacts annuels avec les entreprises locales</td>
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** Veuillez spécifier s’il y a des conseillers et/ou d’autres profils professionnels et/ou groupes
d’intervention spécifiques.
3.8 Promouvoir une mobilité accrue à la fois géographique et professionnelle

Services connexes dispensés (veuillez cocher par oui ou par non le ou les service(s) approprié(s) et/ou ajouter éventuellement tout autre type de service):

- Services informatifs (liés aux aspects légaux, au logement, etc.) pour aider les travailleurs qui recherchent un emploi dans une autre zone (nationale ou à l’étranger);
- Services personnalisés;
- …

Indicateurs de performance* (Veuillez spécifier les données disponibles pour la dernière année)  
Prévisions 2004-2006 (s’il y en a)

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<th>Indicateurs actuels de performance (par ex. 2002 ou la dernière année disponible)</th>
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<tr>
<td>N. de chercheurs d’emploi ayant accepté un emploi en dehors de leur lieu de résidence</td>
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<tr>
<td>N. de chercheurs d’emploi ayant demandé une aide pour chercher un emploi dans une autre région</td>
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** Veuillez préciser s’il y a des conseillers et/ou d’autres profils professionnels et/ou groupes d’intervention spécifiques.

4. Systèmes de management et modèles d’évaluation des performances (veuillez cocher par (O/N) le ou les système/modèle(s) approprié(s) et/ou ajouter éventuellement tout autre type de système/modèle:

- Management par objectifs;
- Système de Management de la Qualité Totale;
- Systèmes de gestion des ventes;
- Gestion de la relation Clients;
- Mesure de satisfaction de la clientèle (par ex. indicateurs de fidélisation des clients);
- …

5. Modèles de «coexistence» (compétition, coopération, etc.) entre les SPE et les intervenants privés des Services de l’emploi (PRES): partenariats/projets conjoints; externalisation; coopération, etc. (veuillez spécifier les services/ fonctions/ initiatives concerné(e)s et comment sont-ils (elles) géré(e)s?

6. Coopération avec d’autres acteurs (aussi bien publics que privés): par ex. les municipalités, les syndicats, les organisations sans but lucratif (veuillez spécifier
les organismes concernés et les services/fonctions/initiatives/projets connexes)

7. **Informatisation du traitement des données et fourniture de services en ligne (promotion et développement de libres-services sur Internet)**

8. **Coopération internationale entre les SPE des différents États** (projets conjoints, parire (veuillez spécifier et expliquer S.V.P.); Autres processus de réforme/modernisation planifiés sur le moyen-long terme; Déplacer l’attention sur des groupes cibles et/ou des politiques spécifiques.

9. **Principales tendances au niveau du cadre politique/réglementaire** (veuillez spécifier et expliquer S.V.P.)
   - Autres processus de réforme/modernisation planifiés sur le moyen-long terme;
   - Déplacer l’attention sur des groupes cibles et/ou des politiques spécifiques.
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<td>La formazione per i patti territoriali e le aree di crisi, <em>di D. Gilli e A. Scassellati</em></td>
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<td>n. 3, 1999</td>
<td>Flessibilità in uscita e occupazione: segmenti e profili dei soggetti a rischio di licenziamento, <em>di M. Marocco, V. Parisi e S. Porcari</em></td>
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