

TRANSITIONS ON THE LABOUR MARKET A GLOBAL APPROACH FOR PUBLIC EMPLOYMENT SERVICES?

3rd ILO Employment Policy Research Forum
Geneva, 12.-13.12.2019

Susanne Kraatz / Adolfo Barberà del Rosas
Policy Department for Economic, Scientific and Quality of Life policies



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1 FOCUS ON PUBLIC EMPLOYMENT SERVICES (PES)

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→ ILO Convention 88 (1948), Art. 2:

“The employment service shall consist of a national system of employment offices under the direction of a national authority.”

Reasons:

→ impartiality

→ coordination, national quality standards and equal treatment of citizens

→ oversight of tax-/insurance-based ALMP measures

2 RETHINKING PES FOR THE FUTURE OF WORK

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- emerging international consensus (ILO, OECD, EU)
increasingly transitional, complex and diverse labour markets
+ demographic change – need for expanded employment services
- EU PES Network (shared strategy 2020 and beyond):
PES as transition management agencies
“new set of PES roles gradually emerging intended to support customers throughout their entire work careers”

2 RETHINKING PES FOR THE FUTURE OF WORK

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→ Political mandate?

Core services of all PES in the EU include jobseekers, employers, labour market information, employment guidance

→ increasingly mandate for young people, partially for disabled, few for inactive, workers at risk of unemployment

Financing?

→ define what should be financed by unemployment insurance (labour costs) and what should be tax-financed

3 PES GENDER PRACTICES

PES management can make a difference and international strategies are similar:

- Managers for equal opportunities (internal, external – e.g. PES Germany)
- Gender auditing, budgeting (e.g. Austria, Turkey → ILO project on gender analysis, staff training, design of targeted regional ALMP measures)
- ILO guide for trainers (e.g. Ukraine)
- PES activity for careers education: Girls' and Boys' Days (internships) in female- or male-dominated occupations

4 PES PRACTICES FOR YOUTH

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Key is early outreach, user-friendly communication, partnerships:

- **structured cooperation with education sector** (system-level agreements labour – education, regional, local service agreements, e.g. Germany, Egypt)
- **structured cooperation with local employers** (vacancies, skills needs)
- tracking systems and agreements on data transfer
- coordination unit for youth projects in PES (e.g. Austria)
- one-stop shop youth career or job centres integrating services or youth employment services in other entities (e.g. VET centre in Ecuador)

5. STRENGTHENING PES PERFORMANCE

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Consensus in research that effectiveness of ALMP measures depends on capacities to administer them (PES or ministry)

BENCHLEARNING to strengthen PES capacities

- successful method for quality management and continuous improvement (in line with new public management approach)
- performance assessment, action plan, mutual learning
- since 2014 implementation by European PES Network
- adaptation by World Association of Public Employment Services (WAPES) and Western Balkan countries

5. AREAS FOR PERFORMANCE ASSESSMENT

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mainly management aspects + core services

1. Strategic performance management
2. Design of operational processes (incl. also digital strategies)
3. Sustainable activation of jobseekers
4. Relation to employers
5. Evidence-based design and service impl.
6. Effective management of partnerships
7. Allocation of PES resources (incl. HR, staff competences)

6. DIGITAL FIRST STRATEGIES (sub-area 2 assessment)

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- new opportunities for developing PES – going digital using up-to date technology (e.g. VDAB Belgium, Estonia, Mexiko)
 - Online platforms and recruitment portals (incl. information coordination, structured by user questions)
 - Webinars, podcasts (staff, clients, interactive functions)
 - Switching and blending online, video, face-to-face
- increasing self-service tools for autonomous, job-ready clients
- adjustment staff training -> competences for all channels and increasingly for clients with complex problems

7. A GLOBAL APPROACH TO PES? Conclusions

- Modern PES are transforming themselves from administrative (input-oriented) authorities towards client- (and result-) oriented service agencies.
- Therefore, management principles from the private sector can be applied globally, adjusting these to the specific circumstances of a public service with a focus on employment
- To cater for global (including intra-European) variety a basic (light) and an extended (full) performance assessment can be used on the basis of the existing indicators

Going global in practice: WAPES is elaborating a Benchlearning a pilot with participation of PES from all continents

<https://wetransfer.com/downloads/701f7f529f45c87c5d3f31c96d24a21220200106095537/dffbb7135dcbf683e91f724e834675fd20200106095537/3281cb>

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CONTACT:

Susanne.KRAATZ@ep.europa.eu