



The European Commission Mutual Learning Programme for Public Employment Services

Newsletter 1/2013

Performance Management in Public Employment Services

The first Peer Review of the third year of the *PES to PES Dialogue* programme will focus on Performance Management in Public Employment Services (PES), building on the findings of the analytical papers on *Performance Management* in PES and *Organisational Development, Continuous Improvement and Innovation Management* and the discussions at the *dissemination conference* in 2012.

The results from the second year of the programme showed that performance management has become increasingly important as part of the modernisation of PES across Europe, pushed by the introduction of public management models since the 1990s. Budgetary restraints have added urgency to the use of such models, especially in terms of achieving efficiency gains and understanding the value of PES interventions.

Whilst there is significant debate about the advantages and disadvantages of the different indicators used by PES, a conclusion from the PES discussions is that it is the way in which the indicators are used which is important. PES seem to be entering a more 'mature' phase of development as they are moving towards fewer, more focused measures and are increasingly concerned with the quality of the systems and procedures. A number of quality management models are available which can assist organisations in managing and improving their performance including the *European Foundation for Quality Management (EFQM)* and *CAF*. Other effective methods for managing and improving performance include performance dialogue and benchmarking of local offices.

The Peer Review on Performance Management in PES, which will be hosted by the Danish PES on 21-22 March 2013, will build on these results by examining how to best strike a balance between national coordination and local autonomy for performance management, how to use information from performance management to make the 'business case' for PES and

how to build continuous improvement and learning into performance management systems.

The next issue of the newsletter (April 2013) will report on the lessons from the Peer Review.



Using the results from PES to PES Dialogue 2012

The *PES to PES Dialogue Report 2012* summarising the results from the second year of the programme is now available on the website. The report focuses on the strategic management of PES services and measures in order to maximise the effectiveness and continuous improvement of PES interventions within the context of employment policy priorities. The report covers the topics of PES services for employers and older workers, individual action planning, performance management and job profiles and training of employment counsellors.

In order to increase the potential for transfer, specific information notes have also been prepared for the *Heads of PES (HoPES)* network and the *Employment Committee (EMCO)*.

The European Commission Mutual Learning Programme for Public Employment Services

Newsletter 1/2013

Quality Management: Effective frontline services and Human Resource Management for employment counsellors

The first Dialogue Conference of the third year of PES to PES Dialogue will explore how to optimise the delivery of front-line services through effective Human Resource Management for employment counsellors, building on the findings of the [analytical paper](#) on job profiles and training, the [Dialogue Conference](#) on Individual Action Planning and the [dissemination conference](#) discussions in 2012.



The analytical paper showed that despite the diversity of business models and some diversification in the job profiles of PES counsellors, a common set of core competences for employment counsellors can be identified. It is argued in the paper that these core competences show that the role should be considered as an 'emerging occupation' combining some of the skills and tasks of guidance counsellors, social workers, administrative professionals and job brokers. This combination of tasks reflects the shift in the PES' role away from a 'benefit payment and placement agency' to an activation and transition agency – a shift which was highlighted as critical to the achievement of the EU2020 employment targets in the Employment Package agreed in April 2012. Notwithstanding these similarities, PES in the Member States have different entry requirements and approaches to training for PES counsellors.

This conference seeks to take the discussion further by focusing on the recruitment and training of employment counsellors and the role of management and leadership in ensuring quality front-line services for a diverse client base.

What's next on PES to PES?



Peer Reviews

- "Performance Management in Public Employment Services", 21-22 March 2013, Copenhagen, Denmark
- "PES and the integration of low-skilled adults and young people", June 2013, venue tbc

Dialogue Conferences

- "Quality Management: Effective frontline services and Human Resource Management for employment counsellors", 17-18 April 2013, Brussels, Belgium
- Dissemination conference, 3-4 October 2013, Brussels, Belgium

Analytical papers

- "Making the business case for PES" (March 2013)
- "PES and the integration of low-skilled adults and young people" (April 2013)
- "PES and the disabled" (May 2013)
- "PES and green jobs" (June 2013)
- "PES – the right mix of central steering and local autonomy" (July 2013)