



### Dissemination Conference: 'New developments, good practices and lessons learnt'

The conference was dedicated to the discussion and dissemination of the results from the first year of activities of the "PES to PES Dialogue" programme to both Public Employment Service (PES) representatives and a wider policy audience. Some key messages from the conference include:

#### **Finding the right balance between flexibility and accountability: the pros and cons of PES decentralization**

In both managerial and political decentralization, the main issue is to find the right balance between flexibility and accountability. Increased flexibility is a clear advantage, but requires significant devolved budgetary control, and relies on strong local capacity, as well as minimum service standards and a common monitoring framework. These issues are further discussed in an [analytical paper](#).

#### **Multi-channel management: short-term development costs v. long-term efficiency gains**

In line with the Europe 2020 Digital Agenda, PES in Europe increasingly offer online services. It is essential that investments in online services are carefully prepared and the right channels are selected for the right services and the appropriate client group. Multi-channelling is as much about change management as about information technology. These issues were discussed in detail at the [Peer Review](#) on multi-channelling.



#### **New tools for profiling work better when staff are involved in development and are trained at an early stage**

Various profiling tools have been developed by PES to better target services and scarce resources. The tools increasingly capture soft skills and attitudes which can heavily influence the likelihood of successful labour market integration. The most effective ICT tools are combined with the strong input of experienced PES counsellors; better strategies are therefore required to achieve counsellor buy-in. Further information can be found in the [report](#) of the first Dialogue Conference.

#### **PES as a "transition broker": opportunities for action and co-operation on lifelong guidance**

An increasing number of PES see their future role as a 'transition broker agency' that supports people in making the many transitions during their working lives. The role of PES in delivering guidance services, often within strategic and service partnerships, is discussed in more detail in an [analytical paper](#). Further co-operation between PES and the [European Lifelong Guidance Policy Network](#) was also encouraged.

#### **Implementing youth guarantees and targeting young people most at risk**

The European Commission Initiative "Youth on the Move" emphasises the need for early intervention to prevent the scarring effects of unemployment (Youth Guarantee). The conference discussed the need for PES to cooperate with multiple actors, in order to identify vulnerable young people and provide specialist services. These issues were discussed in detail at the [Peer Review](#) on Youth Guarantees.

#### **PES service delivery is key to extending working lives**

PES play a critical role in assisting older workers to return to work through providing specialist services and measures. PES can also help prevent unemployment through training and awareness-raising for employers. An analytical paper is due to be published on this issue and the topic will be deepened by a Peer Review in 2012.

## Support for transfer

Following the Peer Review on Youth Guarantees which was hosted by the Austrian PES on 22-23 March 2011, the Greek PES visited the Dutch PES to find out more about the systems, methods and tools used to approach and support young jobseekers. Certain limits to transferability are inevitable as the Dutch and Greek contexts are very different. Nevertheless the experience of the Dutch PES in using online services and the Dutch model of the covenants could prove very useful for the Greek PES, especially during the current time when major reforms are in progress. A report is available [here](#).

A report on the Support for Transfer visit following the Peer Review on Multi-channelling will be in the next edition of the newsletter.



## Analytical papers

### “Multi-channel management: recent developments in PES and e-government”

The paper analyses the broader state of the art in e-government and applies this thinking to the PES context. The paper is available [here](#).

### “The role of public employment services in extending working lives: sustainable employability for older workers”

The paper describes current PES services for integrating older workers including the creation of individualised pathways for the older unemployed and activities to maintain workers’ employability as well as services to employers to address negative attitudes towards older workers and to assist them in implementing active aging strategies. The paper will be available on the website shortly.



## What’s next on PES to PES?

### Dissemination papers

- The Annual Thematic Report will summarise the main lessons and outcomes from the first year of the PES to PES Dialogue programme within the context of European employment policy

### Peer Reviews

- “Effective services for employers”, 19-20 January 2012 (tbc)
- “PES and older workers”, 10 - 11 May 2012 (tbc)

### Dialogue Conferences

- “Activation and integration: working with individual action plans”, 8 - 9 March 2012 (tbc)
- Dissemination conference, 5 - 6 July 2012 (tbc)

### Planned analytical papers

- “Services for employers”
- “Target setting and controlling”
- “Job profiles and training for employment advisors”
- “PES as learning organisations”

Topics for the remaining papers will be defined at the Assistants’ meeting in October 2011 and March 2012 taking into account the priorities of HoPES and the European Commission.