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Part I
Introduction
Public Employment Services (PES) - definition

Public employment services are specific government entities with various functions that support the promotion of employment, depending on national employment policies and its legislated remit. They plan and carry out many of the active and sometimes passive labor market policies used to help workers enter the labor market, facilitate labor market adjustments, and cushion the impact of economic changes.

They also typically provide labor market information, offer job-search assistance and placement services, administer unemployment insurance benefits, and manage various labor market programs.

They provide services to both jobseekers and enterprises.

Source: ILO (2009)
PES review and its objectives

This review looks at the overall system and specific practices in ten countries: Australia, Austria, Chile, Denmark, France, Germany, Ireland, South Korea, the Netherlands, and United Kingdom.

→ With the aim of:

• Getting an overview of the PES and the delivery chain across countries
• Understanding how the PES operates in each country and identifying innovative practices
  • PES in general: autonomy, governance, management, etc.
  • The delivery chain: how are services delivered?
  • Provision of services: in-house, outsourced, or mixed?
### Overview of the database

<table>
<thead>
<tr>
<th>Sources</th>
<th><strong>Austria</strong></th>
<th><strong>United Kingdom</strong></th>
<th><strong>Australia</strong></th>
<th><strong>Netherlands</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Databases</strong></td>
<td>PES Database, MS5SOC Database</td>
<td>PES Database, MS5SOC Database</td>
<td>PES Database, MS5SOC Database</td>
<td>PES Database, MS5SOC Database</td>
</tr>
<tr>
<td><strong>Literature</strong></td>
<td>Inter-American Development Bank</td>
<td>Inter-American Development Bank</td>
<td>European Commission</td>
<td>European Commission (2017)</td>
</tr>
<tr>
<td><strong>Websites</strong></td>
<td>United Nations Development Programme</td>
<td>Services Australia</td>
<td>Environment Protection Agency</td>
<td>Social Affairs &amp; Health</td>
</tr>
<tr>
<td><strong>UWM Websites</strong></td>
<td>Vocational Education &amp; Training</td>
<td>Department of Education, Skills and Employment</td>
<td>Australian Government</td>
<td>Government Information Network (Philippines)</td>
</tr>
<tr>
<td><strong>Ministry of Finance</strong></td>
<td>Ministry of Finance</td>
<td>Australian Government</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### General Information

<table>
<thead>
<tr>
<th><strong>Abbreviation</strong></th>
<th>UMS</th>
<th>COP</th>
<th>UWA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name</strong></td>
<td>Arbeitsmarkt-service</td>
<td>Jobcentre Plus</td>
<td>Jobcentre Plus</td>
</tr>
<tr>
<td><strong>Organizational</strong></td>
<td>Public agency responsible for job placement</td>
<td>Active labour market policies</td>
<td>Active labour market policies</td>
</tr>
<tr>
<td><strong>Outlets</strong></td>
<td>Job placement</td>
<td>Active labour market policies</td>
<td>Active labour market policies</td>
</tr>
<tr>
<td><strong>HR Management</strong></td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Management</strong></td>
<td>Principle of management</td>
<td>Principle of management</td>
<td>Principle of management</td>
</tr>
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</table>

### Developments

<table>
<thead>
<tr>
<th><strong>Reforms</strong></th>
<th>The 2006-2008 National Reform</th>
<th>In 2001, certain operations from the</th>
<th>The Australian Government made a</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Supports companies in crisis with</strong></td>
<td>UMS supports companies in crisis</td>
<td>UMS supports companies in crisis</td>
<td>UMS supports companies in crisis</td>
</tr>
<tr>
<td><strong>Crisis-work (Kurzarbeit schemes)</strong></td>
<td>Unemployment Insurance (Austrian)</td>
<td>Unemployment Insurance (Austrian)</td>
<td>Unemployment Insurance (Austrian)</td>
</tr>
</tbody>
</table>

### Resources

<table>
<thead>
<tr>
<th><strong>Offices</strong></th>
<th>0.08 in total, headquarters, 9 state</th>
<th>637 (2018)</th>
<th>The network of about 40 providers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of</strong></td>
<td>1,000 – 2,000</td>
<td>1,000 – 2,000</td>
<td>Head office in Amsterdam and 30</td>
</tr>
<tr>
<td><strong>Staff</strong></td>
<td>500 (2017)</td>
<td>1,000 front-line full-time Work</td>
<td>Total staff of 4,305</td>
</tr>
</tbody>
</table>

### Outreach

| **Funding and Contributions to social security** | Funded by public sources | Funded by public sources | Funded by public sources |
| **Contact** | Take customer | Take customer | Take customer |

### Intake Clients

| **Register as unemployed via UMS** | New benefit claims are made mostly | New benefit claims are made mostly | New benefit claims are made online |
| **Register of jobseekers** | Rights to register | Rights to register | Rights to register |
| **Register of jobseekers** | Obligations of jobseekers | Obligations of jobseekers | Obligations of jobseekers |

### Assessment and Enrolment

| **Profiling** | Statistical profiling | Statistical profiling | Statistical profiling |
| **Characteristics** | According to the assigned category | Benefit levels based on the stream | Benefit levels based on the stream |

### Services

<table>
<thead>
<tr>
<th><strong>Employment</strong></th>
<th>For Jobseekers</th>
<th>For Jobseekers</th>
<th>For Jobseekers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unemployment</strong></td>
<td>Employment Service</td>
<td>Employment Service</td>
<td>Employment Service</td>
</tr>
</tbody>
</table>

### Monitoring and Evaluation

| **Performance** | Externally evaluated | Performance Index | Performance Index |
| **Evaluation** | The UMS access and utilization | Performance Index | Performance Index |

| **Provision of Services** | Mostly by UMS but subcontracting | Majority of services are provided by | Most services are provided by |
| **Reliability** | Close collaboration between the state | Close collaboration with employers | Close collaboration with employers |
| **Partnerships** | Vocational Employment Pacts | The Learning and Skills Council | The Learning and Skills Council |
| **Subcontracting** | Non-profit and for-profit | Performance-based contracting | Performance-based contracting |
Part II
Insights and Observations
PES models variate on several aspects

- Autonomy
- Range of services
- Benefits, conditionalities and sanctions
- Mode of service provision
- Management and performance evaluation

IDB and WAPES (2015) have identified three ways to group them according to:

I. Functions and range of services
II. Legal structure
III. Implementational structure

Source: WB Analysis, IDB and WAPES (2015)
1. PESs according to functions and range of services (not intended to rank the quality or performance)

- **Comprehensive set of functions assigned as duties (5-6) and comprehensive range of services (over 80% in a given function)**

- **Core set of functions (3-4) as duties and moderate to comprehensive range of services**

- **Comprehensive set of functions as duties but moderate range of services (41-80%)**

- **Core set of functions with limited (up to 40%) to moderate range of services**

Source: IDB and WAPES (2015)
2. According to autonomy

I. Public agencies responsible to the ministry
   Austria, Denmark, Chile, France, Germany, the Netherlands

II. A line department of the Ministry
    Ireland, Republic of Korea, United Kingdom

III. No agency or organization but ministerial responsibility
    Australia

Source: IDB and WAPES (2015)
Public agencies can have organizational structures for own service delivery or a decentralized network model

Decentralized systems

Municipalities are responsible for service delivery, but STAR (at the central level) ensures correct implementation in the job centers, monitors that combined efforts of the localized delivery system are meeting national objectives, and supports the municipalities.

Municipalities are responsible for service delivery, but there is no single entity providing a framework. The National Employment and Training Service (SENCE) supports the municipal employment offices and promotes coordination, but there is still considerable variation across local offices.

In the case of decentralization or several agencies involved in PES provision (e.g., Korea), coordination is very relevant to ensure standardization of services and avoid double serving.

An institution can manage coordination, but nationwide digital information systems can also serve as a tool to coordinate across actors.

A nationwide IT system is used by the state, municipalities, and the unemployment insurance funds in their work with jobseekers. This system is the basis for a coordinated and effective response to the unemployed, the public and private companies across the country.

An integrated information system with access for all relevant stakeholders is available across the country. Several interconnected Nets, provide information about jobseekers to the multiple agencies providing public employment services and external providers.

Source: STAR, KEIS
3. According to service provision

Public

80%
Most of the services are provided by the PES. Outsourcing for training and placement is done through pre-selection of providers and a voucher system.

Mixed

60%
The PES delivers 60% of the services with the option of outsourcing primarily for ALMPs, e.g., The Work Programme for LTU.

Private

100%
The entire delivery of employment services is outsourced to private providers.

Source: Finn (2011)
Countries allocate different amounts of GDP to Labor Market Programs (active and passive)

Graph shows the public expenditure of Labour Market Programs (LMP) as a percentage of GDP in each country

Public expenditure as a % of GDP

- Chile (2017)
- United Kingdom (2011)*
- Korea (2017)
- Australia (2017)
- Ireland (2017)
- Germany (2017)
- Netherlands (2017)
- Austria (2017)
- France (2017)
- Denmark (2017)

* No recent data found for the UK in the OECD and EC databases. The PES was absorbed by the Department of Work during 2011 and only general expenditures seem to be available after this.

Data: OECD Public expenditure and participant stocks on LMP
Despite great variations in the systems, all countries seem to share a similar delivery chain.

Outreach

Intake

Assessment Enrollment

Provision of Services and Benefits

Intermediation

More Productive Employment

Public or Private Provision

Public or Private Provision

Public or Private Provision

Public or Private Provision

Monitor and Evaluate

Source: Adapted from SPJ Sourcebook
Intake & Registration

1. Assessment of needs

2. Caseworker Assessment

3. Enrollment

4. Benefits and service packages

- Improve employability and address risks
  - Special counselling
  - Benefits
  - ALMPs
  - Referrals

5. Intermediation

- Job matching services

High needs

- Far from LM and with complex risks

Low needs

- Far from LM

- Closer to LM

Improve employability

- Counselling
- Benefits
- ALMPs
- Some employment services

Connect with employers

- Short-term benefits
- Job search assistance, career counselling

Source: Adapted from SPJ Sourcebook
We can identify innovations, good practices and possible issues along the delivery chain

<table>
<thead>
<tr>
<th>Innovations</th>
<th>Outreach &amp; Information Services</th>
<th>Intake</th>
<th>Assessment and Enrollment</th>
<th>Provision of Services and Benefits</th>
<th>Intermediation</th>
<th>Monitor and Evaluate</th>
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</thead>
<tbody>
<tr>
<td>Innovations</td>
<td>Harvest Info Services</td>
<td>Registration at UI fund and PES</td>
<td>Jobseekers streams linked to conditionalities</td>
<td>Special centers for certain groups</td>
<td>Speed-dating events</td>
<td>CV Quality Card</td>
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<td></td>
<td>Job World</td>
<td></td>
<td>Profiling based on big data approach</td>
<td>Work Program</td>
<td>E-job fairs</td>
<td>Double monitoring of jobseekers (UI funds and PES)</td>
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<td>Work Net</td>
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<td>Workindenmark</td>
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<td>“Internet first” approach</td>
<td>WorkNet</td>
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<td>eCollege, Tús</td>
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<td>Good practices</td>
<td>Labor Market Balance</td>
<td>Integrated intake for all benefit claimants</td>
<td>Service zones</td>
<td>Fit - Women in crafts and technology</td>
<td>Jobservice</td>
<td>AMS Scorecard</td>
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<td></td>
<td>National Observatory</td>
<td></td>
<td>The Work Profiler and the Personal Work Folder</td>
<td>Self-employment scheme</td>
<td>SÖBs</td>
<td>Jobindsats.dk &amp;</td>
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<td></td>
<td>Mobile services</td>
<td></td>
<td>The '4-Phase Model</td>
<td>Pre-apprenticeship training</td>
<td>Small Business</td>
<td>economic incentives</td>
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<td></td>
<td>Info Zone</td>
<td></td>
<td>Statistical profiling</td>
<td>Emploi Store</td>
<td>Recruitment Service</td>
<td>for municipalities</td>
</tr>
<tr>
<td>Possible issues</td>
<td>Low-scale outreach despite voluntary registration</td>
<td></td>
<td>Individual diagnosis not implemented in all offices</td>
<td>Black box subcontracting</td>
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<td>Target: off-flows from benefit</td>
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</tbody>
</table>
Flexibility, job retention schemes and digital services as key responses to the COVID-19 crisis

E-learning as an alternative to continuing skills improvement in most countries. e.g., eCollege in Ireland and Capacítate para el Empleo in Chile.

Online employment services development, for example, Australia introduced a new system enabling the provision of services through the internet.

Short-time work, suspension of contracts, and/or wage subsidy schemes have been made available to employers in most countries.

Easier access to benefits (e.g., minimum income in Germany), the extension of benefits (e.g., France), transfers to newly unemployed (e.g., Ireland’s Pandemic unemployment Payment) have also been introduced in several countries.

Source: Duell (2020), ChileAtiende, Pôle Emploi, eCollege, Australian Government
Part III
Conclusions
Concluding thoughts

• There is a significant variation across countries in the different PES areas despite similar delivery chains.
• Benchmarking indicators and comparison across countries, in general, seems complex due to the significant variation in the systems, BUT innovative practices can be identified across countries.
• Therefore, recognizing good and innovative practices can be a valuable approach to determine what is interesting, what works well, and what can be implemented in the Saudi case.

Source: WB Analysis
Sessions on each of the sections of the delivery chain will follow in the coming workshops...
Thank you!