

EMPLOYMENT SERVICE PROVIDERS

DEVELOPING BETTER LABOUR MARKETS THAT WORK



The International Labour Organisation (ILO) describes public employment services (PES) as follows: 'usually part of ministries of labour or, less often, operate as separate executive agencies. They plan and execute many of the active, and sometimes passive, labour market policies used to help workers enter the labour market, to facilitate labour market adjustments, and to cushion the impact of economic transitions. To do this, public employment services typically provide labour market information, offer job-search assistance and placement services, administer unemployment insurance benefits, and manage various labour market programmes (worker displacement assistance, retraining, public service employment, etc.). Public employment services must provide these services to both jobseekers and enterprises.'

The public employment services in transition and developing countries face specific challenges: they are often constrained by low budgets, poor staffing resources and a low reach-out and market share. Budget constraints are certainly an issue but, even when funds are scarce, results can be achieved through better targeting and more effective and efficient measures. Some countries with larger budgets actually show poorer results on matching, demonstrating that appropriate management (such as strategic planning with a focus on results, multi-level partnerships and monitoring) are important to success.

Private employment agencies also contribute to better-functioning labour markets, acting either as temporary work agencies or recruitment and placement services. Some operate in a manner that is complementary to the public services, frequently cooperating closely with them. Non-governmental organisations play more of a supportive than a

Contents

// WHAT EMPLOYMENT SERVICE PROVIDERS DO

// TYPES OF EMPLOYMENT SERVICE

// ROLE IN SKILLS ANTICIPATION AND MATCHING

// CHALLENGES AND SUCCESS FACTORS

// IEXAMPLES

leading role, providing specialised services for specific target groups. Apart from public, private and non-governmental actors, a fourth category of employment service providers may be considered - namely the career guidance and counselling services at schools and universities. Proper counselling during school years and guidance to help pupils and students study fields in demand and fit their individual talents,



have the potential to avoid risks of unemployment or over/underemployment later in life.

The presence and market share of private agencies or NGOs active in employment field in transition and developing countries varies widely. There is a trend to develop specific regulation of private providers activity. Quality criteria are often conditions for accreditation and cooperation with public entities.

The diagram summarises the typical tasks employment services fulfil all over the world. Task allocation (or intensity with which they are performed) may vary from country to country given the legal framework and social and economic context (e.g. number and profile of unemployed, labour market dynamics, links between passive and active support to jobseekers etc.).

TYPES OF EMPLOYMENT SERVICES

JOB MATCHING AND PLACEMENT

Public employment agencies work to ensure effective job matching, recruitment and placement. They work with jobseekers to register them for employment, and with employers to register vacancies.

LABOUR MARKET INFORMATION (LMI)

In addition to job matching, public employment services collect and analyse information on the job market, and make it available to public authorities, employers and workers organisations, training providers, job seekers and the general public.

LABOUR MARKET PROGRAMMES

Labour market information helps in the identification of skill gaps on the labour market so as to steer the development of specific labour market interventions.

ADMINISTRATION OF UNEMPLOYMENT INSURANCE

Public employment services also manage the administration of unemployment insurance where such schemes exist.

THE ROLE OF EMPLOYMENT SERVICES IN SKILLS ANTICIPATION AND MATCHING

Anticipation and matching are core functions of labour market management. Traditionally, employment service providers play a central role in matching jobseekers with vacancies. To achieve that effectively, sound information on the current and future developments in the labour market is essential. Therefore, over the last decades the employment service providers, mainly the public ones, have become more and more engaged in the development of sound labour market monitoring and complex mechanisms to create skills intelligence.

Skill needs anticipation includes various approaches and procedures. Reliable anticipation must be based on monitoring data. This is a necessary component as future developments are rooted in the present and cannot be adequately predicted without a proper understanding of the current situation. Administrative data provided on vacancies, jobseekers and the results of the matching process by the employment services and other entities can contribute to a better understanding of current and future skills needs.

As the employment services collect and analyse 'first-hand' labour market information at national and local levels, they can guide and influence education and labour market policy. This leads to the role employment providers can play in matching.

At institutional or operational level (labour market authorities, public employment services, education and training authorities or agencies), the main task is to

manage, plan and implement activities, and to design processes to support job matching. Institutional levels may span several layers of management, administration and operational staff, from a national authority to local employment services or local guidance centres; planning and management tasks can be distributed among the various levels in many different ways. Starting from the policy level, the departments or ministries in charge of labour market affairs, develop policies and regulations, set targets and allocate resources for implementation. This translates at institutional level into continuous planning, management, development of infrastructure and staff. Employment (and training) services providers comply with the procedures set at upper level, play a crucial role in collecting on the ground information about vacancies, jobseekers, market demand etc.

Improvements in matching and anticipation need to be considered from a system-wide perspective, where capacity building and innovation is required to ensure the efficient implementation of labour market policies. The various levels are interconnected and interdependent. On one side, information on current and future skills supply and demand, gathered at operational level, must flow to the higher levels where it can feed into policy and system development. On the other side, higher levels should provide the regulatory framework and infrastructure necessary for smooth operation at the lower levels.

Over the years, the basic function of matching jobseekers to vacancies has changed. The Employment Services have evolved, developed their capacities and covered new functions in the labour market. The main shift in matching has been a more prominent focus on skills. This triggered an increased 'appetite' for identification of current and future skills demand (e.g. a more complex look into the current and potential competences of the workforce and demand from companies). The basic functions and portfolio of services and support provided to jobseekers have also changed. Nowadays, many employment services perform assessment and validation of skills, work heavily on the continuous adaptation of skills (training and re-training) and closely reflect skills demand in their career orientation services (see diagram 1).

The mandate and scope of work gives PES a leading role among employment service providers. Legally they are responsible for implementation (sometimes development) of employment policies and serve their clients (jobseekers and employers) free of charge. The strategic and operational rationale of the PES differs from that of both the private employment agencies and NGOs.

A guideline typology for employment service providers and their roles in matching is provided overleaf (see table 1).



DIAGRAM 1: SKILLS-RELATED FUNCTIONS OF EMPLOYMENT SERVICES

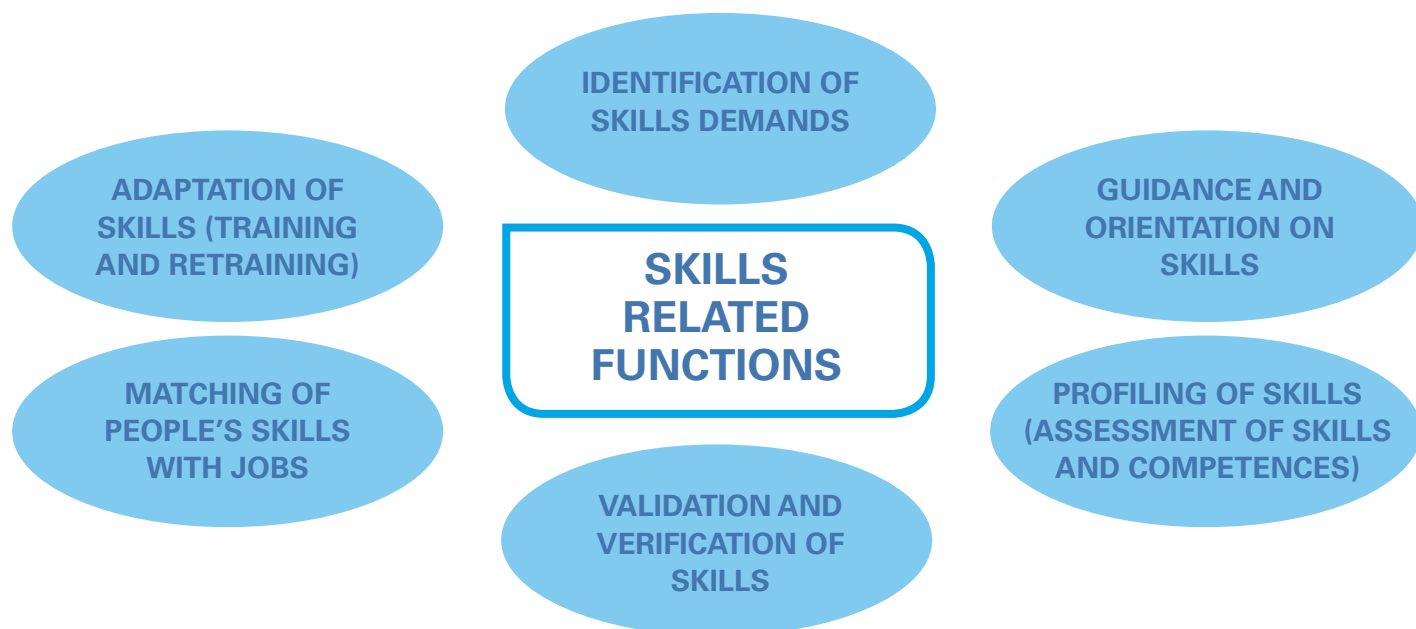


TABLE 1: EMPLOYMENT SERVICE PROVIDERS BY MATCHING ACTIVITIES

Type of employment service provider	ACTIVITY RELATED TO MATCHING				
	Registration (of vacancies and jobseekers)	Direct matching of vacancies with jobseekers	Labour market information	Career guidance and counselling	Labour market training
Public bodies					
PES	**	**	**	*	*
Public career guidance centres not within the PES (A)	-	-	*	**	-
Private Employment Agencies					
Private job brokers	**	**	-	*	-
Temporary work agencies	**	**	*	*	*
Private providers of guidance and counselling	-	-	*	**	-
NGOs					
Organisations promoting the interests of groups that at risk of being marginalised in the labour market	-	*	-	*	*

** MOST IMPORTANT ACTIVITY, * frequently or sometimes undertaken, - rarely or never undertaken, (A) Guidance and counselling centres in schools and universities



CHALLENGES AND SUCCESS FACTORS

When it comes to playing an effective role in matching and anticipation, public employment services from transition and developing countries face a number of specific challenges. Discontinued institutional development is the most serious one. Institutions have not been further developed since they were founded, mainly due to outdated legislation and mandates of employment services, insufficient resources (budgetary, infrastructure, staffs), or staff fluctuations (including management).

Another important difficulty is their capacity to generate relevant information in terms of data collection, processing and analysis. Many PES do not have a relevant market share to capture the overall dynamics of the workforce and economic demand (for example, limited coverage of vacancy and jobseekers database). This means they have to expand the way they collect primary data and exploit other sources of information. It equally implies an effective dissemination of information to companies and individuals so they can take more informed decisions about human resources development, choice of profession, career etc.

A number of innovative approaches may help in accessing and disseminating relevant labour market

information. Employment services should consider a holistic approach covering the information needs of different stakeholders in the labour market, including relevant channels, sources of information and integrating and analysing data to provide a meaningful input to activities such as job brokering, active labour market policies, counselling.

Technological advancements (electronic based information tools) have dramatically changed the way information on vacancies and labour supply is collected, processed and disseminated. Digitalisation gives a huge opportunity to modernise communication/outreach and delivery of services. In many countries, the public and private employment services are at the forefront of these developments.

Establishing and expanding work in partnership with schools and companies and local actors make it easier to compile detailed information about future graduates, occupations and specific skills in demand, including a more reliable set of information about the local and sectoral specificities. Matching processes become more effective at reaching out and responding to the specific needs of, communities, companies and individuals.



EXAMPLES

Though many approaches, instruments and methods for matching and anticipation have been tested and mainstreamed by employment service providers around the world, the feasibility and success in implementation depends on national conditions.

The examples that follow focus on embedding skills anticipation functions into the core work, development and refinement of methodologies, processes and instruments used to transfer skills information into actions for better matching.

For example, in Denmark and Sweden, national labour market authorities collect evidence on employers' needs and compile projections on skills and occupational demand in a multilevel perspective (local, regional and national). In South Korea, the Ministry of Employment and Labour has established, in partnership with both public and private actors,

modern centres for occupational and career counselling. The centres called Korea Job World Open disseminate information and provide career guidance services, including 'real-life' testing of the content and tasks of various occupations. In 2012, Turkey tested and then mainstreamed an integrated approach to demand identification and matching through Programme 'Skills '10'. This example features the contribution of a global company – Manpower Group – to identify global trends in recruitment and demand for skills.

The guide referenced below provides more country cases relevant on the topic.

ETF-Cedefop-ILO (2016): The Role of Employment Service Providers, Volume 2, Guide to Anticipation and Matching Skills and Jobs, Luxembourg. The guide is available at: http://www.etf.europa.eu/web.nsf/pages/Vol_4_Employment_service_providers





SWEDEN – FORECASTING APPROACH

Since the 1960s, Sweden has developed and implemented a labour market forecasting methodology. The Swedish public employment service (Arbetsförmedlingen) carries this out on a continual basis. The Swedish PES has three tiers: the National Labour Market Board, the county labour boards and 400 employment offices across the country.

Increasing knowledge of future trends in skills supply and demand is crucial for the PES as they provide a sound basis for strategic planning and programming of labour market measures at national, regional and local levels and for strengthening contacts with employers and prioritizing specific training programmes in line with demand.

The approach developed aims at consistent forecasting across the whole country and over time. The methodology combines a national forecast of macro-economic trends, a description of employment and labour at regional (provincial, county) level and information gathered from employers at local level. Forecasting of labour demand is based on systematic and regular interviews with employers. Results from questionnaires or interview surveys are assessed, checked and take national and global economic trends into account. More time will be needed to test whether results from the employer survey are in line with historical experience of labour market statistics and economic trends in general.

The aim of the employer surveys is to gain an overview of demand for labour in the local, regional and national labour market to develop a picture of future employment trends. It also aims to provide a solid overview of forthcoming recruitment – information mainly used by local employment offices – as the recruitment needs of the local labour market should give a good indication of those sectors planning recruitment drives, in-demand occupations, and skills required. It is also important to have an overview of any recruitment problems and the effect these may have on local and national labour markets.

Labour supply forecasting is also carried out, and is under the remit of the county labour boards and the National Labour Market Board. It is dependent on a solid population forecast, enrolment and completion of education and estimates of labour market leavers (retirement, inactivation).

Implementation arrangements to gather information from employers include:

Sampling of employers: the approach is based on the sampling of workplaces, in combination with a regional level forecast and the definition of the main industrial sectors to be included. Workplaces with more than four employees are surveyed (clustered as follows: 5 to 19 employees, 20 to 49, 50 to 99, 100 to 199, 200 to 499 and 500+). A restricted sample of workplaces is surveyed within the 5 to 99 staff bracket, but coverage of all of those with 100+ staff is planned (some difficulties are encountered in the denser city regions). The company register provides key information in this process.

A stratified random sample approach is used, with groupings based on sector and region, to ensure a comparable approach across the country and the most reliable results. The larger the number of sectors and regions, the larger the sample size needed; a sample of 14,000 workplaces is used in Sweden (approximately 9.5 million inhabitants) with a non-reply rate of about 15%. Each local labour office must contact and interview a minimum of 25 workplaces. Local labour offices are free to add any extra workplaces that they consider important, while not removing any of the initially requested workplaces from their local sample.

Postal questionnaires or face-to-face interviews: researchers must decide whether to collect data via questionnaires or interviews. One advantage of questionnaires is that they require fewer human resources than interview forms, but the knowledge produced in forecasting remains within a limited circle inside the organisation and the quality of outcome is usually poorer than is produced through the interview format. One big advantage of the interview process is the opportunity it offers to establish or strengthen contacts between local employment offices and employers. Interviews should ideally be held face-to-face on the company site, or by telephone. Personal visits are recommended. It is crucial for the questionnaires to be well tested, but also for questions to remain consistent over time for historical series to be created as quickly as possible. Ideally, all questions should be exactly the same across the country, but extra questions tailored to a specific region may be included.

It is important to ensure that information flows back to the companies and that they feel they gain something for their contribution. It is also vital for the workplaces interviewed to receive good feedback on the outcomes of taking part, as this will increase their willingness to participate in future forecasting work and their interest in the process. Confidentiality is essential for forecasting work to be successful.

<http://www.arbetsformedlingen.se/>

Text extracted and adapted from ETF-Cedefop-ILO (2016): The Role of Employment Service Providers, Volume 2, Guide to Anticipation and Matching Skills and Jobs, Luxembourg.

DENMARK: LABOUR MARKET BALANCE

The Labour Market Balance has been developed by the Danish national labour market authority to assist municipal job centres (PES) plan the delivery of employment and training measures and the provision of counselling to jobseekers. Employment policies' implementation in Denmark is decentralised: 4 regional employment offices are charged with analysing and communicating trends in the regional labour markets; municipal PES/job centers provide employment services. Findings from the Labour Market Balance are also shared with other stakeholders at regional level. The purpose of the Labour market balance is to support the day-to-day operation of municipal job centres and inform the work of the regional PES and other labour market actors. It has a twofold aim: to provide information on the regional job situation for guidance counsellors in PES; and to provide the regional PES and their governing bodies with an overview of the current employment situation that can inform the monitoring of employment policies and measures.

The Labour Market Balance consists of three components: (1) a national employer survey; (2) a labour market model, drawing data from the survey, PES data on the registered unemployed and registered vacancies, and national statistical data about employment and turnover in the labour market; (3) an online interface that allows the user to easily identify those occupations with labour shortages or a sufficient supply of labour.

The national employer survey is conducted twice a year among a representative sample of active private and public Danish companies. The survey is contracted out to a private company by the Danish Labour Market Authority. It analyses the recruitment situation and labour shortages, with a particular focus on where companies fail to recruit employees in specific occupations. The survey is conducted for 1,100 job categories among approximately 20,000 selected companies, resulting in around 14,000 valid responses with reports of labour shortages.

The data from the survey are used as input for the regional balance model, which analyses the situation

in occupations by comparing the demand described in the survey with supply. Regional PES data on unemployment by qualification serve as a proxy source for current supply. As qualifications and occupations do not always match up exactly, demand data are subjected to a transversal analysis whereby data for related occupations are assigned to the occupation with the largest volume of jobs. For example, a shortage of building electricians will be reflected as good job opportunities for electricians regardless of whether there is a shortage of electricians with a general qualification.

<http://brnordjylland.dk>

<http://www.brnordjylland.dk/Arbejdsmarkedsbalancen.aspx>

Text extracted and adapted from ETF-Cedefop-ILO (2016): The Role of Employment Service Providers, Volume 2, Guide to Anticipation and Matching Skills and Jobs, Luxembourg.

KOREA: JOB WORLD

The Korean Ministry of Employment and Labour, the Korean Employment and Information Service (KEIS), the Human Resources Development Service of Korea and the Employment of Persons with Disabilities Corporation have established partnerships with sponsors from a wide range of private sector interests to develop Korea Job World. Korea Job World Open has been open to the public since May 2012 in a facility conveniently located near public transport and major roads in Seoul.

Prevention of mismatch between worker qualifications and skills in demand within the labour market can begin long before a young person is ready to enter the labour market. Designed for school children of all ages, the facility provides opportunities for students to understand the meaning and value of work. Students get accurate and timely labour market data and occupation information to career guidance practitioners to ensure that young people have the best information available to them as they plan their careers. The centre describes itself as 'a place where precious dreams are grown [...] and the future that you have imagined comes true.'

The facility allows students to explore the realities of over 100 occupations ranging from the commonplace to more advanced careers, and receive assistance from professional guidance counsellors in planning realistic careers matched to their interests and aptitudes. To

ensure the best possible career exploration experience for each student, services can be accessed by appointment only, mostly as part of school-organised field visits, although parents may also arrange to accompany their children individually.

Korea Job World provides an interesting, informative, entertaining and fun venue (hall) where young people of all ages have the opportunity to learn about the world of work and interactively explore a wide range of career and job options. The hall contains specific zones and display areas (adapted to all ages), including a cinema area where students can view realistic and dynamic 4D movies, providing insight into a wide range of jobs and career paths. These short interactive films allow them to meet people who have overcome hardships and barriers to achieve their career dreams. They can also take a guided journey through time to learn more about the jobs that shaped history, and to learn about important changes in technology and how this has impacted the world of work. With more than 40 hands-on experience stations, representing aspects of over 60 occupations, the centre offers teenagers a chance to gain a realistic perspective on careers within areas such as the legal profession, service industry, the culture, arts and multimedia sector, and the technical, scientific, medical and public service sectors. The career planning hall offers different experiences: the individual testing corner, where they can take an online aptitude test; a game-like interests testing area; a traditional group counselling session on career guidance for teenagers; and a talent spectrum tool that creates a unique brain map for each of them.

https://koreajobworld.or.kr/usr/kr/jsp/common/FileDownload.jsp?fileName=20131115140419_1.pdf

Text extracted and adapted from ETF-Cedefop-ILO (2016): The Role of Employment Service Providers, Volume 2, Guide to Anticipation and Matching Skills and Jobs, Luxembourg.

TURKEY: SKILLS'10 (UMEM BECERİ'10)

The Ministry of Labour and Social Security of Turkey, bringing together government agencies, local communities, social partners and the private business sector launched the programme Skills'10 (Beceri'10 in Turkish) in 2011. The programme combines skills development and job placement with a multi-level governance approach and addresses employers and the unemployed as the final beneficiaries.

The Turkish labour market has been undergoing dynamic transformation from manufacturing to services, with technological change and rural to urban migration, and a pressing need to increase the skills levels of a growing workforce with an ever-larger youth contingent. While 2.7 million people were unemployed (10.4% of the workforce) in 2012, firms were meeting difficulties in hiring qualified staff. The global economic crisis was leading to job losses, mainly among unskilled workers, and the authorities placed high priority on a large-scale programme to tackle the skills mismatch problem and upskill the workforce.

The main objectives of the Skills'10 programme were to tackle the skills mismatch, to reduce unemployment, and to deal with the problem of skills shortages. The innovative approach combined research, identification of short-term skill needs at local level, a local partnership approach with close cooperation of the employers, and a fully-fledged awareness raising campaign.

The programme covered four main phases:

- renewal of equipment in 140 schools to deliver training with modern technology; preparatory measures include the renewal of training equipment, curriculum review and trainer training;
- a skills needs survey in 24 cities;
- training courses organised in line with demand; trainees are matched with firms for internships and local course administration councils are established to ensure local ownership;
- regular job placement as a final goal after the trainees complete courses and internships; hiring incentives should contribute to a high placement rate.
- Highly ambitious goals were set when the programme started, with plans to train 1 million unemployed people (200 000 each year), placing 90% of them in jobs within five years and reducing the unemployment rate by 4%.

The Turkish Economy Policies Research Foundation (TEPAV), a TOBB think tank, conducted a labour market demand analysis in 19 pilot provinces that account for 75% of registered employment and 80% of registered unemployment in Turkey. The results confirmed that there is a mismatch between the skills level of the workforce and employer demand, with shortages

in occupations such as metal-working, welding, textiles and clothing. One of the first actions was to modernise the specialised occupation training centres (UMEM), applying training for the teaching staff. İŞKUR organised training for the unemployed in line with identified demands, followed by job placements for trainees organised with the help of incentives in the form of reduced social security contributions for up to five years.

The multi-level governance approach at national and local level is a valuable practice and may provide an institutional basis for further skills and employment programmes. Capacity development for demand-oriented vocational training provision, including investment in training infrastructure, promises sustainable impacts. The programme also combines existing employment promotion measures such as incentives for hiring unemployed women and young men.

Close monitoring and continuous improvement of the programme has proven to be important. The first period of implementation showed that the bottleneck does not lie in the job vacancies but in finding enough motivated unemployed people to take part. Also some adjustments were made to the programme after the initial experiences in implementation showed that some vocational fields was not a very attractive career option for the unemployed. The programme was improved to attract more female participants and the range of economic sectors was expanded. Further analysis on demand for agriculture and the service sectors, was added to the initial skill demand analysis for manufacturing.

www.beceri.org.tr

Text extracted and adapted from ETF-Cedefop-ILO (2016): The Role of Employment Service Providers, Volume 2, Guide to Anticipation and Matching Skills and Jobs, Luxembourg.

MANPOWERGROUP: A PRIVATE EMPLOYMENT AGENCY'S SURVEY OF RECRUITMENT AND SKILLS

ManpowerGroup is a private multinational company providing employment and human resource development services (staffing, recruitment and assessment, training, career management, outsourcing and workforce consulting). The company operates in over 80 countries around the globe with the highest concentration in Europe and America, Australia and Asia. Labour market and employment are the key issues of ManpowerGroup research. Close cooperation with employers is at the centre of Manpower activities. The company also places strong emphasis

on social responsibility and cooperates with many NGOs, associations, public employment services and governments, and regional or local authorities in some countries.

The main objective of Manpower research is to support HR management, and the recruitment process in particular. Employers are the key target users of the products, although public employment services, governments and other public authorities are not excluded.

Employer surveys are the key methodological tools of the Manpower research and two regular surveys are highly relevant to skill needs and matching problems:

- Manpower employment outlook survey – the main outcome of which is the Net employment outlook index;
- Talent shortage survey.

In addition to these regular surveys, Manpower conducts ad-hoc surveys that contribute to better understanding of employer behaviour, their HR strategies and skills utilisation. They also produce employee surveys focused on work attitudes and behaviour in the labour market.

The Manpower employment outlook survey is conducted quarterly to measure the intentions of employers to increase or decrease their number of employees in the next quarter. The survey has been running for 50 years. The total sample is representative of each national economy. Seasonal adjustments are applied in some countries. The reports publish the results in international comparisons and also on regional or sector level (the sector level detail differs from one country to another).

The talent shortage survey is a yearly employer survey that has been conducted since 2006 and inquires employers about any difficulties encountered in filling jobs; the most difficult jobs to fill; the potential impact of failure to fill vacancies on stakeholders such as customers and investors; any reasons for difficulties in filling jobs (including mention of deficiencies in several types of hard and soft skills) and any strategies implemented to overcome the skills shortages.

Manpower operates as a global private company in a number of countries, in cooperation with public employment services and other public authorities in some cases. The exact form of the cooperation depends on the country context but usually includes assistance in job searching, guidance and training for jobseekers and the sharing of information on vacancies.

For example, in France, this cooperation works at national and regional level, where Manpower has worked with the employment services (Pôle-emploi, formerly ANPE) since 2003 on a rolling agreement that includes a commitment to joint development of common regional identification of recruitment needs and employment potential and the skills required to understand labour market needs and problems. The two entities share information on vacancies, evaluation tools and methods to improve employability of jobseekers and on the public employment support and employment measures adopted by the state, local authorities and social partners.

In Sweden, ManpowerTelge Jobbstart is a local-level joint venture between Manpower AB and Telge AB, a company owned by the municipality of Södertälje in Sweden. Jobbstart is aimed at the employability of immigrants (especially the Iraqi community in Södertälje) and the long-term unemployed. The services are provided on behalf of the Swedish public employment services and are free for people from the target groups registered as jobseekers with the PES. Support includes job coaching, vocational and training guidance and counselling. The Manpower network of contacts with employers is drawn on in the job search process.

Manpower partnerships can also operate on several business models including multi-shareholder cooperation through joint companies and networks.

A joint company known as Working Links has been operational in the United Kingdom since 2000, bringing together the public sector (government Shareholder Executive on behalf of the Secretary of State for Work and Pensions), private sector (Manpower and Capgemini) and voluntary sector (Mission Australia), combining skills and expertise from all of the three sectors. This initiative focuses on the social inclusion of vulnerable populations by bringing people to employment through job search support, training and community services. Specialised services are also targeted at reintegration of former-offenders, young people and deprived communities. Working Links is a government contractor that delivers several programmes in England, Scotland and Wales, including the government work programme. The company publishes *The Pulse*, a quarterly factsheet showing the largest changes in vacancies per occupation, geographic area and local authority on the basis of data from the Office for National Statistics combined with the qualitative expertise of Working Links staff.

The Manpower case shows that a private company can play an important role in matching mechanisms in both the high-end labour market and segments usually considered the domain of the public employment services, such as the long-term unemployed and people with disabilities. It provides good examples of how public-private partnership can work in intermediation.

The global nature of the company enables it to conduct research and publish results and indicators comparable at the international level. This can help employers and public sector decision-makers to evaluate their situation within the context of global competition.

Close cooperation with employers and a client-oriented approach ensures that research outcomes are used to develop the HR and recruitment strategies of enterprises. As a private intermediary agency, ManpowerGroup has the advantage of being closer to the business world, allowing them to use the language of business and providing a valuable insight into business HR processes.

ManpowerGroup – Research centre. <http://www.manpowergroup.com/research/research.cfm>

Text extracted and adapted from ETF-Cedefop-ILO (2016): The Role of Employment Service Providers, Volume 2, Guide to Anticipation and Matching Skills and Jobs, Luxembourg.

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ETF-Cedefop-ILO (2016): The Role of Employment Service Providers, Volume 2, Guide to Anticipation and Matching Skills and Jobs, Luxembourg, available at:

http://www.etf.europa.eu/web.nsf/pages/Vol._4_Employment_service_providers

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For other enquiries, please contact:
ETF Communication Department
E info@etf.europa.eu
T +39 011 6302222
F +39 011 6302200

Cristina Mereuta, ETF expert
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