

European Network of Public Employment Services

June 2024



European PES Network

1. **Key macroeconomic context and EU policy priorities**
2. **The evolving landscape of PES**
3. **Introduction to the PES Network**
4. **PES Benchlearning assessment methodology**
5. **Key trends in PES – outcomes of PES Network Mutual Learning activities**

1. EU macroeconomic context and EU policy priorities



European Economic Forecast Spring 2024

The EU economy shows a slower growth but an easing inflation

- **Better-than-expected growth at the start of 2024:** GDP growth in **2024 projected at 1.0% in** the EU and 0.8% in the euro area.
- Inflation has continued declining sharply: it is estimated to have reached a **two-year low of 2.4%.**

Many labour markets across the EU remain tight

- In March, the unemployment rate in the EU stood at its record low of 6.0%
- **Employment growth is projected to ease to 0.6%** this year, before moderating further to 0.4% in 2025
- Unemployment rate in the EU is expected to remain broadly stable around its historical low

Source: [Spring 2024 Economic Forecast: A gradual expansion \(europa.eu\)](https://european-council.europa.eu/media/en/press-operations/infographic-114246.pdf)

Record high employment rate in the EU in 2023



75.4% employment rate for people aged 20-64

Skills and labour shortages in the EU



74% of EU SMEs say they face skills shortages



90% of jobs demand digital skills, but **only 56%** Europeans have basic proficiency



3X more labour shortages in manufacturing and construction than 10 years ago



50% more labour shortages in services than 10 years ago



1 million fewer workers every year until 2050

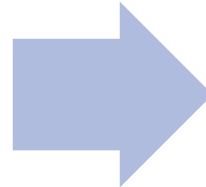


Principle 1

Demographic change and its impacts

Key demographic trends

- EU population to peak and **gradually decline** in this century
- **Working-age population** to shrink (by 57.4 million persons by 2100)
- Old-age **dependency** ratio to further rise (from 33% to 60% by 2100)
- **EU share in global population** to further decrease (from 6% to 4% in 2070)



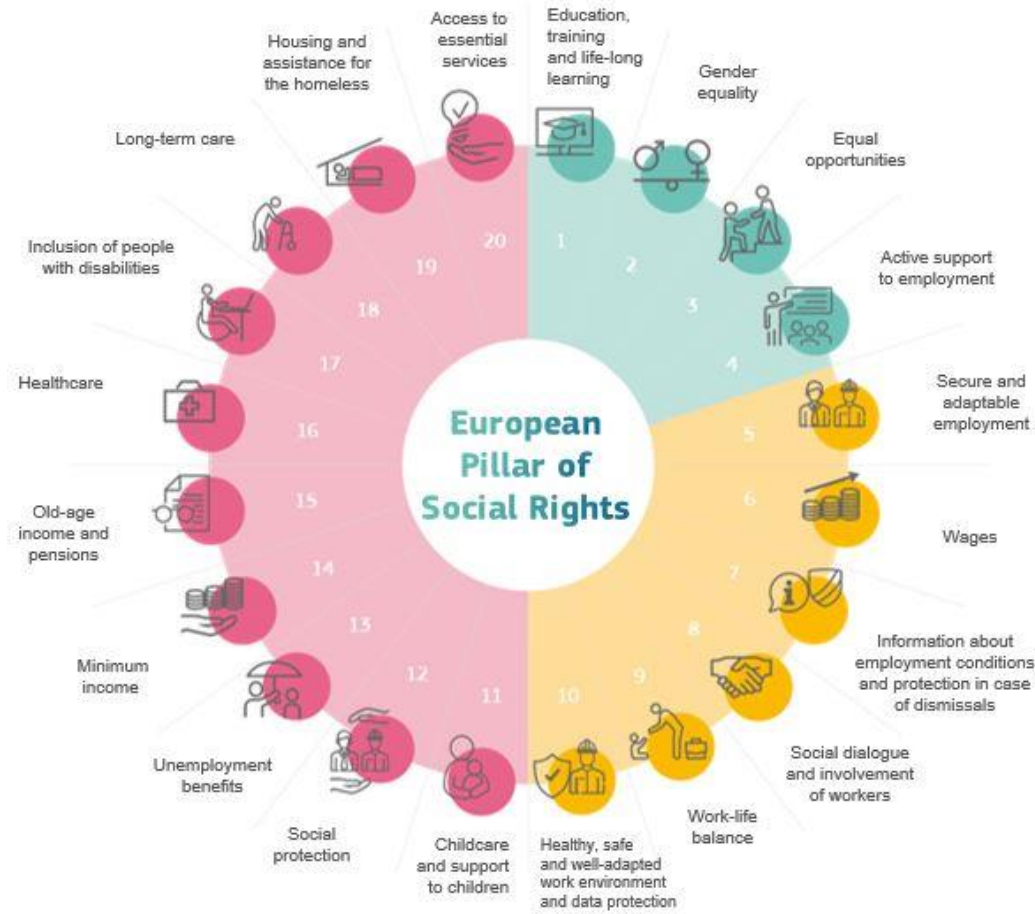
Key impacts & interactions

- Exacerbating **labour shortages**
- Increasing pressure on **public budgets**
- Aggravating **productivity** challenges
- Adds to risks of **strategic dependencies**
- Interacting with **green & digital transitions** in multiple ways
- Risk of **territorial disparities**

Making social Europe a reality



The European Pillar of Social Rights: from principles to action



EU 2030 headline targets to strengthen Social Europe



2021

2030

At least
78%

of people aged 20 to 64
should be
in **employment** by 2030



2021

2030

At least
60%
of all adults should
participate in training
every year by 2030



At least
15 million
**fewer people at risk of
poverty or social
exclusion** by 2030

European Social Fund Plus (ESF+) – investing in people

EU budget for ESF+ 2021-2027

€95.8
billion



Preparing workers for
the green and digital
transitions



Boosting youth
employment



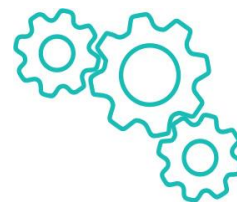
Tackling child poverty



Supporting the most
vulnerable



Providing food and
basic material
assistance



Promoting social
innovation



Enhancing the
capacity of social
partners and civil
society



Helping businesses find the workers they need

- **Action plan** to tackle skills and labour shortages (March 2024)
- **Talent and Skills Mobility Package** to attract international talent and promote intra-EU mobility (Nov 2023)
- **EU Talent Pool** to recruit non-EU workers and address labour shortages.



Principle 1

Adequate minimum wages

31% of minimum wage workers struggle to make ends meet.

The **Directive on adequate minimum wages** combats in-work poverty and promotes collective bargaining.



Promoting equality for persons with disabilities

EU Strategy for the Rights of Persons with Disabilities 2021-2030

European Disability Card and European Parking Card for persons with disabilities.



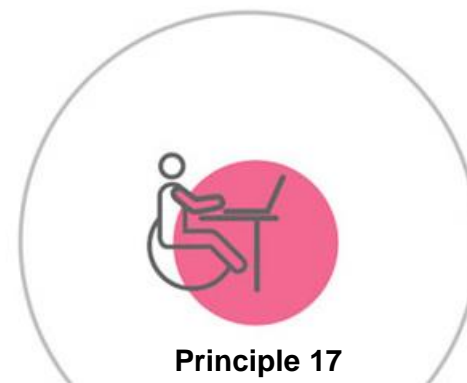
100 million
people in the EU
have a disability



Only 50%
are employed
vs. 75% without
disability



50% more likely
to face **poverty**
or **social**
exclusion



Principle 17

Monitoring and targeted recommendations via the 'European Semester'

[2024 European Semester Spring package](#) (19 June) includes

- Country reports analysing economic, employment and social developments and taking stock of the implementation of recovery and resilience plans and Cohesion Policy programmes
- Proposals for country-specific recommendations (CSRs) to provide guidance to Member States
- Guidelines for Member States' employment policies (including actions to tackle skills and labour shortages and improve basic and digital skills)



2. The evolving landscape of PES in Europe

(PES capacity report 2023)



PES context and ecosystem

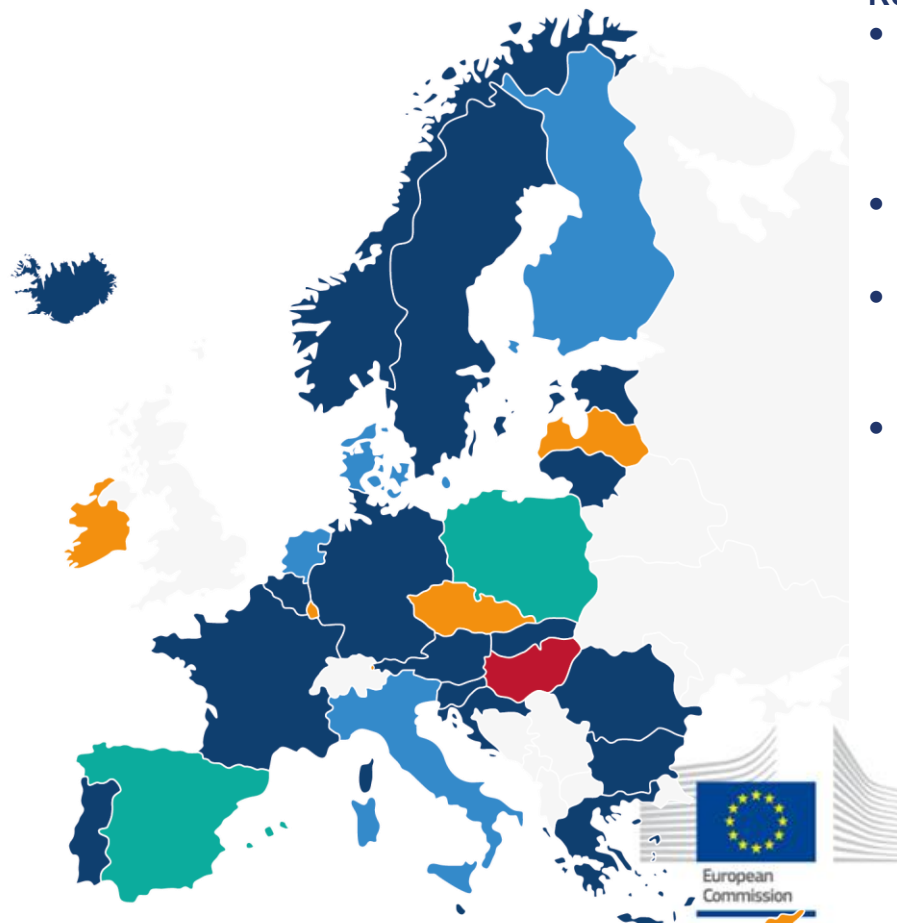
PES reform their services, but PES organisations and core mandates are stable

98% PES reported no significant changes in structures or legal statuses.

23% PES report updates in services and benefits - but the core mandate of these PES remain unchanged.

Legal statuses of PES in 2023

-  Independent public institution with Managing Board
-  Independent public institution as above, but with local or regional authorities being responsible at their respective administrative level
-  Integrated into the responsible Ministry (national, regional and local PES units are all part of this Ministry)
-  Integrated into the responsible Ministry at the national level, but with PES regional organisations operating under the authority of Regional Governments
-  Integrated into the responsible Ministry at the national level, but regional and local PES units are all under another Ministry







Reform areas include:

- Increasing efficiency in service delivery (mainly processes and tools, service delivery models, digitalisation) in 12 PES
- Strengthening regional levels and partnership approaches.
- Performance management, competence-based job matching system
- Skills assessment and development (counselling employers on job training, introducing an individual skills account scheme)

PES expenditure and funding

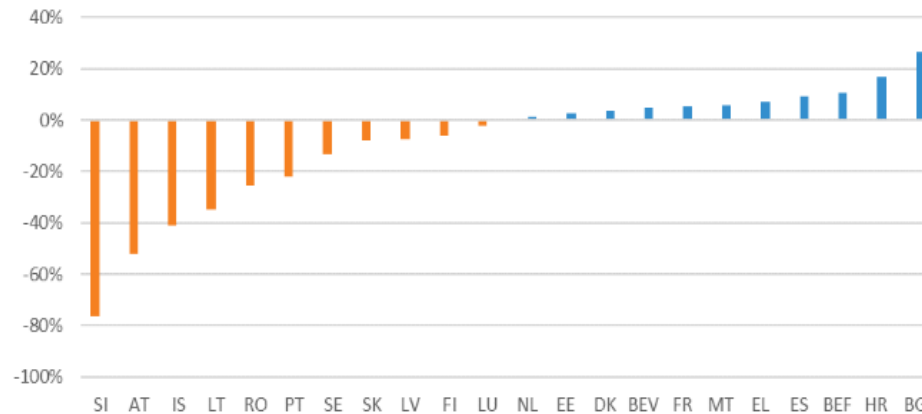
Increasing expenditures in some PES to overcome structural labour market issues

PES spending patterns differ:

-  Expenditure (exl. unemployment benefit):
11 PES increased - 11 PES decreased levels  546 mill
-  Nr of PES facing *decreases in expenditure* is the highest observed for the past 10 years  4 bill

Priority is given to Active Labour Market Policies (ALMPs) and staff costs - PES mandate matters

Figure 18. Annual percentage change in PES expenditure, excluding unemployment benefits and pro forma expenditure, 2021-2022



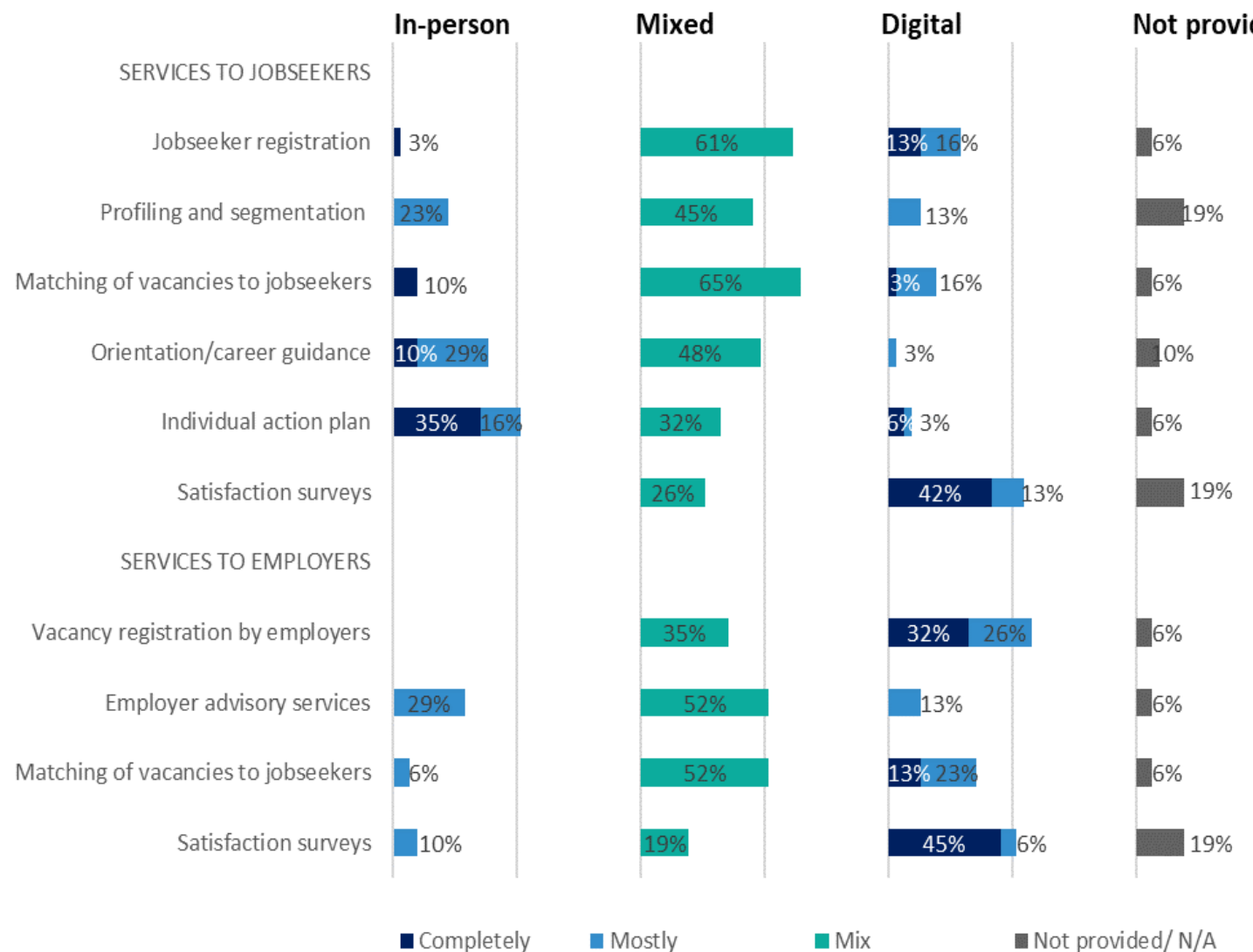
Source: Annual PES Benchlearning Data Collection, n=22.

No information or insufficient information available for BEA, CZ, CY, DE, HU, IE, IT, LI, PL, NO.



PES digital transformation continues

Accelerated digital strategies in 2023, a variety of digitalisation levels across PES services



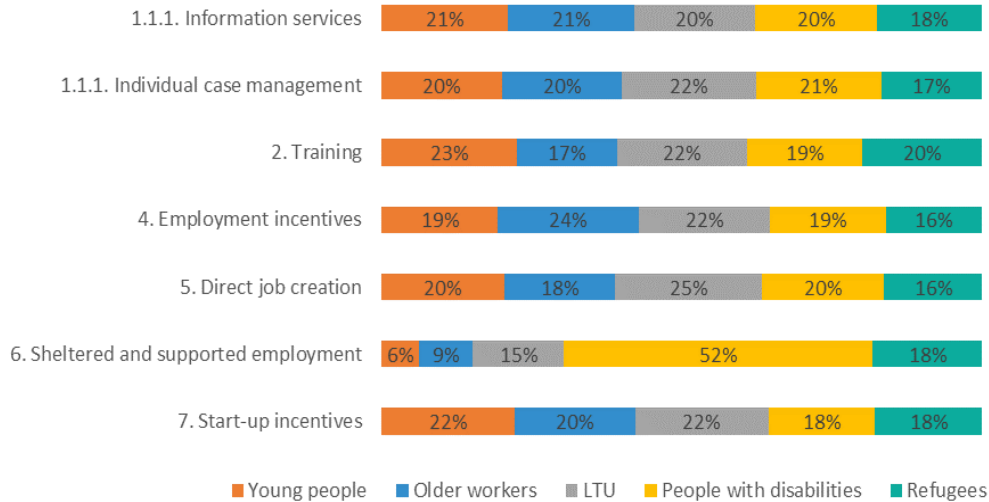
- 11 PES initiated digital strategies
- 20 PES accelerated their digital strategies
- In 2023, 21 out of 31 PES offered digital services to jobseekers
- 25 out of 31 PES offered digitalised services to employers
- 58% of PES have digitalized vacancy registration

PES activities and services

Increased action to address labour shortages and improve employability

Active Labour Market Services

Customised LMP services and ALMPs for various client groups :



52% PES reach out to inactive individuals not (yet) registered with PES.

81% PES reach out to employed workers at risk of becoming unemployed or specific vulnerable groups of employed workers.

82 New services across 22 PES: general client services, information services, training related measures

47 Revised existing services across 12 PES: improved client services, case management

Shift from COVID-19 recovery to addressing new challenges:

- Addressing needs of inactive, especially young people ,
- Supporting workers at risk of losing their work,
- Emphasis on digital and green skills for employability: PES adapt to new dynamic labour market conditions.

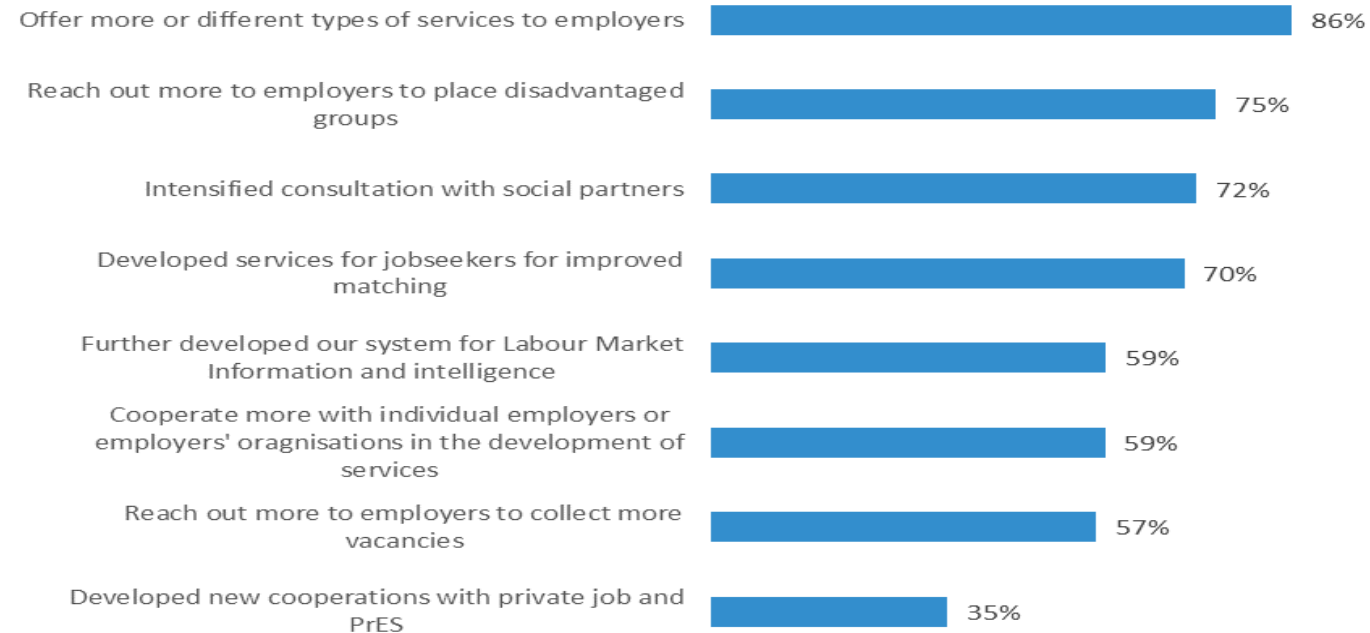
PES activities and services

Increased action to address labour shortages and improve employability

Employer collaboration to tackle labour shortages

- PES crucial in connecting employers with qualified workers.
- Strategic objectives focus on disadvantaged groups (LTU, disabilities, people farthest from the labour market, young people)
- Intensified efforts in sector-specific activities (IT, health, transport, construction, etc).

Share of PES that have introduced activities to cope with labour shortages:



PES role in skills and training

PES involvement in skills development remains mostly in skills assessment, training provision takes place with partners

Figure 6. Overview of PES responsibilities in relation to skills, 2023



PES responsibilities:

- Skills assessments are a key task for most PES: 90% (28 out of 31) have full or partial responsibility for them.
- 87% (27 out of 31) PES are fully or partly in charge of providing training to the unemployed.
- However, PES rarely have sole responsibility for the implementation and management of these tasks: they are often shared with partners

Source: PES Capacity Questionnaire, Part I, Q4. What are the responsibilities of your PES in relation to skills? n=31.

PES capacity in 2023: 10 Key take-aways

1

The EU labour market is performing strongly with 30 PES reporting a **decline in the number of registered unemployed**¹.

2

Reforms in **12 PES focused on increasing efficiency in service delivery**. One PES made minor adjustments to their institutional arrangements.

3

22 PES launched new services to help inactive people find work, mitigate mounting labour and skill shortages, and enhance the employability of all PES customers.

4

PES expanded and further customised the service offerings for both employers and jobseekers. Additionally, **17 PES intensified cooperation with employers** to support the placement of disadvantaged jobseekers.

PES are taking on more responsibility in the area of skills, with **28 actively engaged in skills assessments** of registered jobseekers and employed workers at risk of becoming unemployed.

5

6

More PES (26) are either **partly or fully in charge of the overall management** of the Youth Guarantee, than at the onset of reinforced initiative.

7

PES are contributing to the twin transitions, with **14 PES adopting internal sustainability plans**.

Digitalisation remains an important focus area with 20 PES accelerating their digital strategies.

8

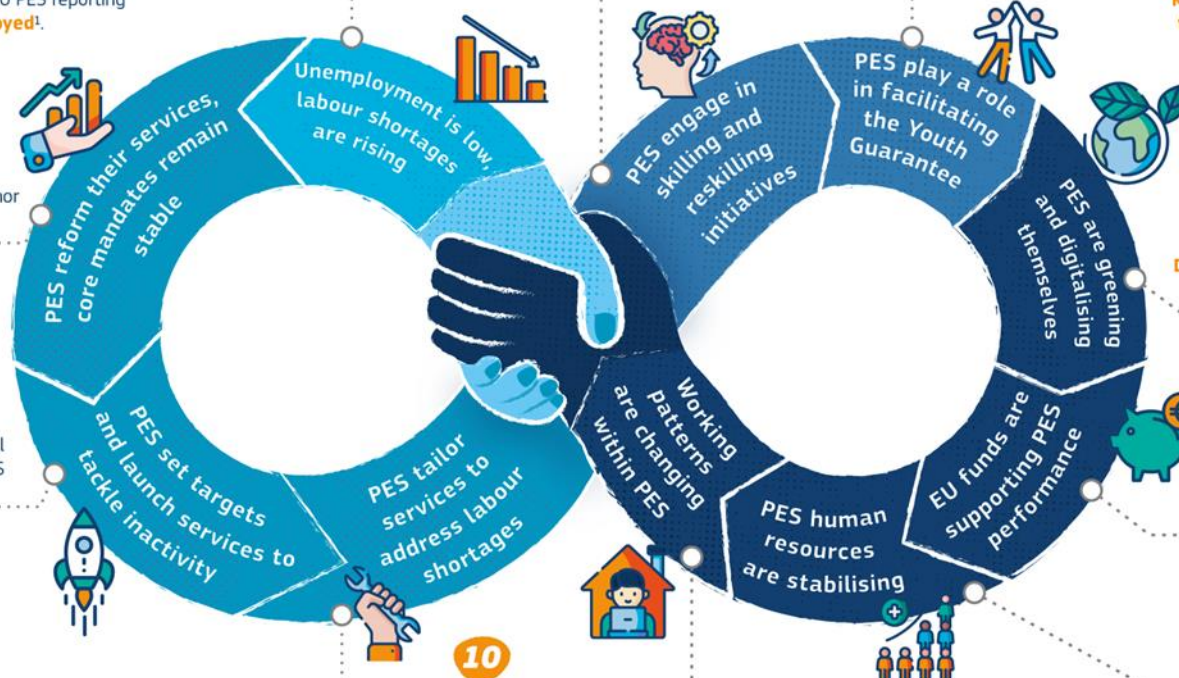
27 PES leverage EU funds to complement their budgets, improve performance, and deliver their mandates.

9

The total number of **staff employed by all PES (in FTE) remained stable overall** between 2022 and 2023.

10

Hybrid and remote work arrangements have become more prominent across PES since the onset of the pandemic.



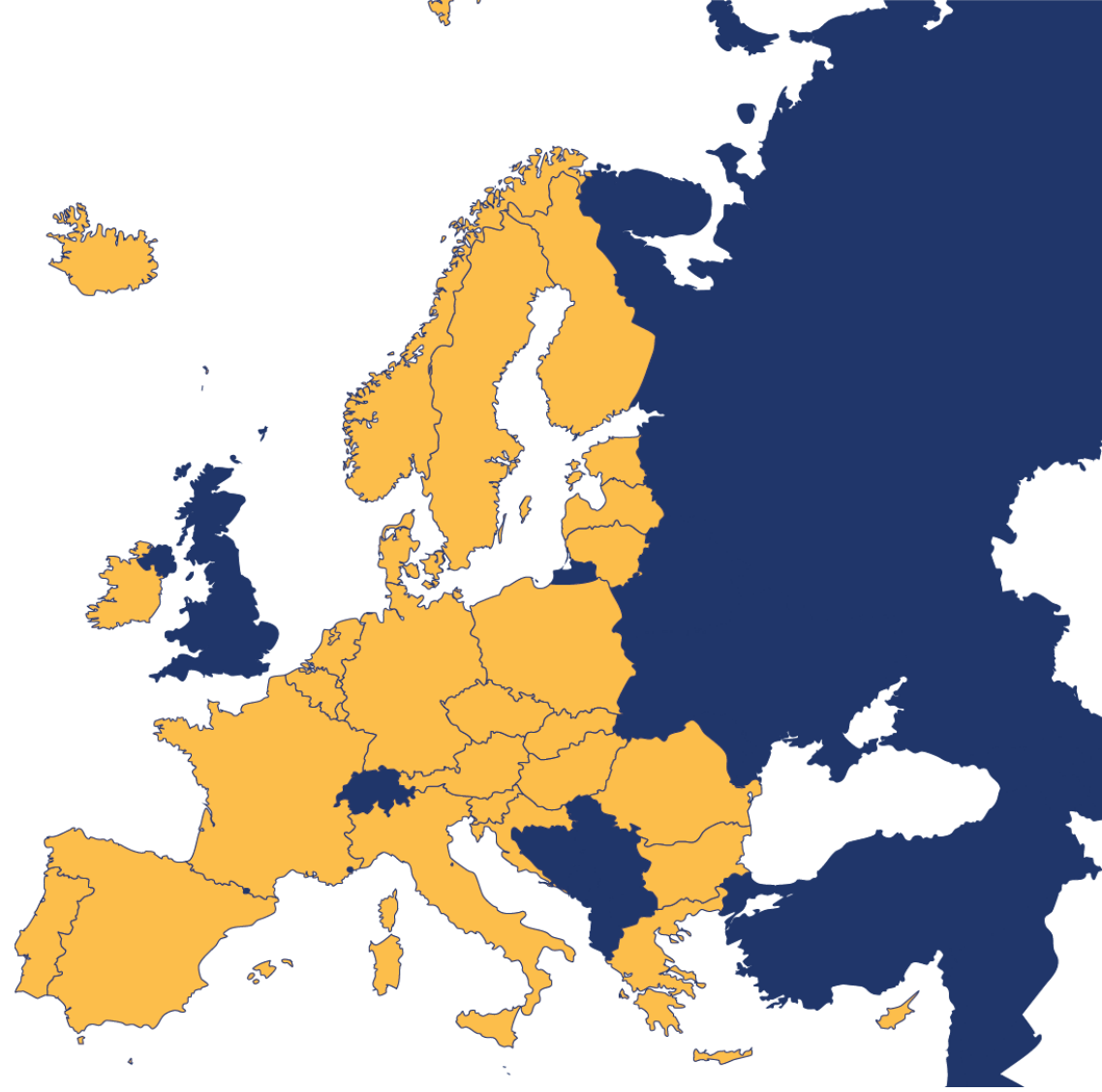
¹ The PES Network brings together PES from 27 EU Member States plus Iceland, Lichtenstein and Norway. The 2023 PES Capacity Questionnaire includes responses from 31 PES on general administrative features and 28 PES on the reinforced Youth Guarantee

2. European Network of Public Employment services



PES Network

- **PES from 30 countries**
(EU-27 + Iceland, Liechtenstein & Norway)
- **Formally established by**
2014 Decision of European Council and European Parliament
- **Mandate renewed to 2027 by**
2020 Decision



Overall objective

To “encourage **cooperation... in the field of employment, within the areas of PES responsibility...**



...in order to contribute to the **implementation of the Union’s employment policies.**”

Source: Updated [Decision of European Council and European Parliament](#)



Governance structures

- **Governed by a network Board**
 - One member per country
 - + European Commission,
 - + Employment Committee (EMCO) (observer)
- Board appoints a **Chair & two Vice-Chairs**
 - Current Chair: Caroline Mancel, PES BE-Actiris
 - First Vice Chair: Inga Balnanosiene, PES LT
- Board assisted by:
 - **AFEPAs** - Advisers for European PES Affairs
 - **PES Network Secretariat** (DG EMPL, Unit E1)

Source: Original Decision of European Council and European Parliament (Art.6)



PES Board Meetings



Gran Canaria (ES), December 2023



Liège (BE), June 2024



PES Network Activities in 2023

16		Mutual learning events Conference, seminars, webinars, mutual assistance projects, working groups	21		News Items News on network events and publications
1		Benchlearning site visit PES assessments from 3 rd Cycle	6		Podcasts Conversations with PES Network representatives and experts
6		Thematic Learning Dialogues Exchanges on PES performance	4		Newsletters Summary of main news for PES EU-wide
18		Learning resources Study and survey reports, thematic papers, toolkit, position papers, practices	4		Videos Testimonies from PES on practices in their context

Main Themes of the Work Programme

Structural and labour market challenges

Adjusting strategies to deal with rapidly changing labour markets, including labour shortages and the green transition.

PES service delivery

Contributing to the European Year of Skills and encouraging continuous improvement and modernisation of PES' service delivery, one of the core tasks of the PES Network.

PES performance management

Enhancing capacity building as well as digitalisation (including harnessing the potential of AI and data).

PES governance and ecosystem

Deepening understanding of key trends in PES, enhancing the outreach of the Network and co-operation with partners.

PES Network Work Programme 2024

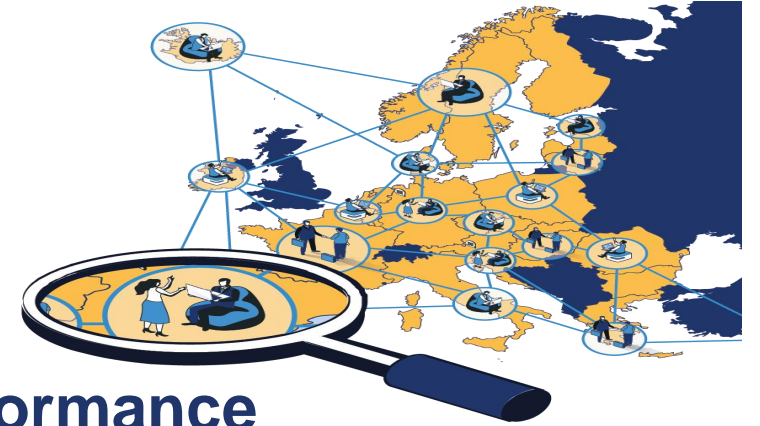
Structural and labour market changes	Addressing EU labour market challenges in the 5 years ahead PES Board Memo Opinion paper	Labour market taxonomy in the green transition Exchange and recommendations Working Group	PES support to Green skills and jobs evolution From commitment to practical steps and new strategies Toolkit	Skills and labour market intelligence Improving data use for better informed services and policies Thematic Review	Measuring labour shortages Discussing a common PES approach Focus group	Labour Market Information Anticipating short term developments Monthly EU Labour Market Barometer
PES service delivery	Rethinking support to those further from the labour market (incl. support to persons with disabilities) Stakeholder conference		Early intervention and job-to-job transitions - Supporting those in work and preventing unemployment Thematic Review Workshop		Evidence-based service design: latest trends - Towards more data and experience-based models, use of behavioural science Working Group (last meeting in Q1)	
PES performance management	PES Benchlearning - Qualitative and quantitative assessments of PES performance Start 4th cycle assessments New data collection methodology			Data-driven PES and digitalization strategies PES 4.0 Task Force (Working Group) AI and algorithm use in PES (Webinar)		
PES governance and ecosystem	PES Network partnerships Cooperation with relevant labour market stakeholders (including PES from candidate countries)	PES capacity survey Mapping trends in PES, PES governance and partnerships (New concept: webinar and survey report)		PES partnership with private employment services State of play and trends (Survey and webinar)		

This Work Programme was delivered through a combination of Benchlearning, Mutual Learning, and communication activities.

4. BENCHLEARNING: PES Network Methodology



Benchlearning



- **It supports PES to improve their performance** by comparing themselves with peer PES and learning from them, via qualitative and quantitative assessments of PES performance.
- **Quantitative assessment:** Annual data collection and analysis of PES performance.
- **Qualitative assessment:** Self-assessment and on-site visits by peer experts with recommendations

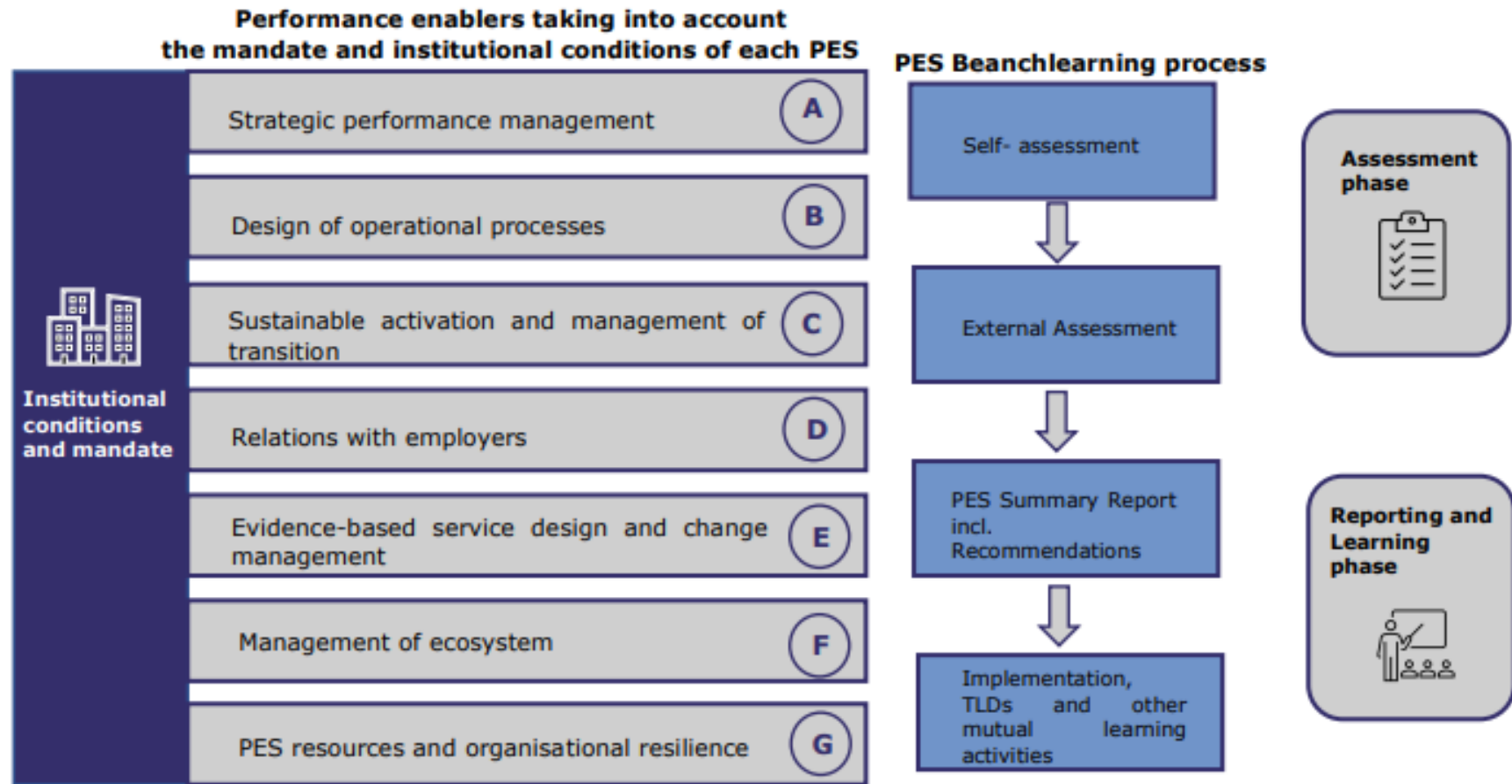


8 mandatory quantitative indicators

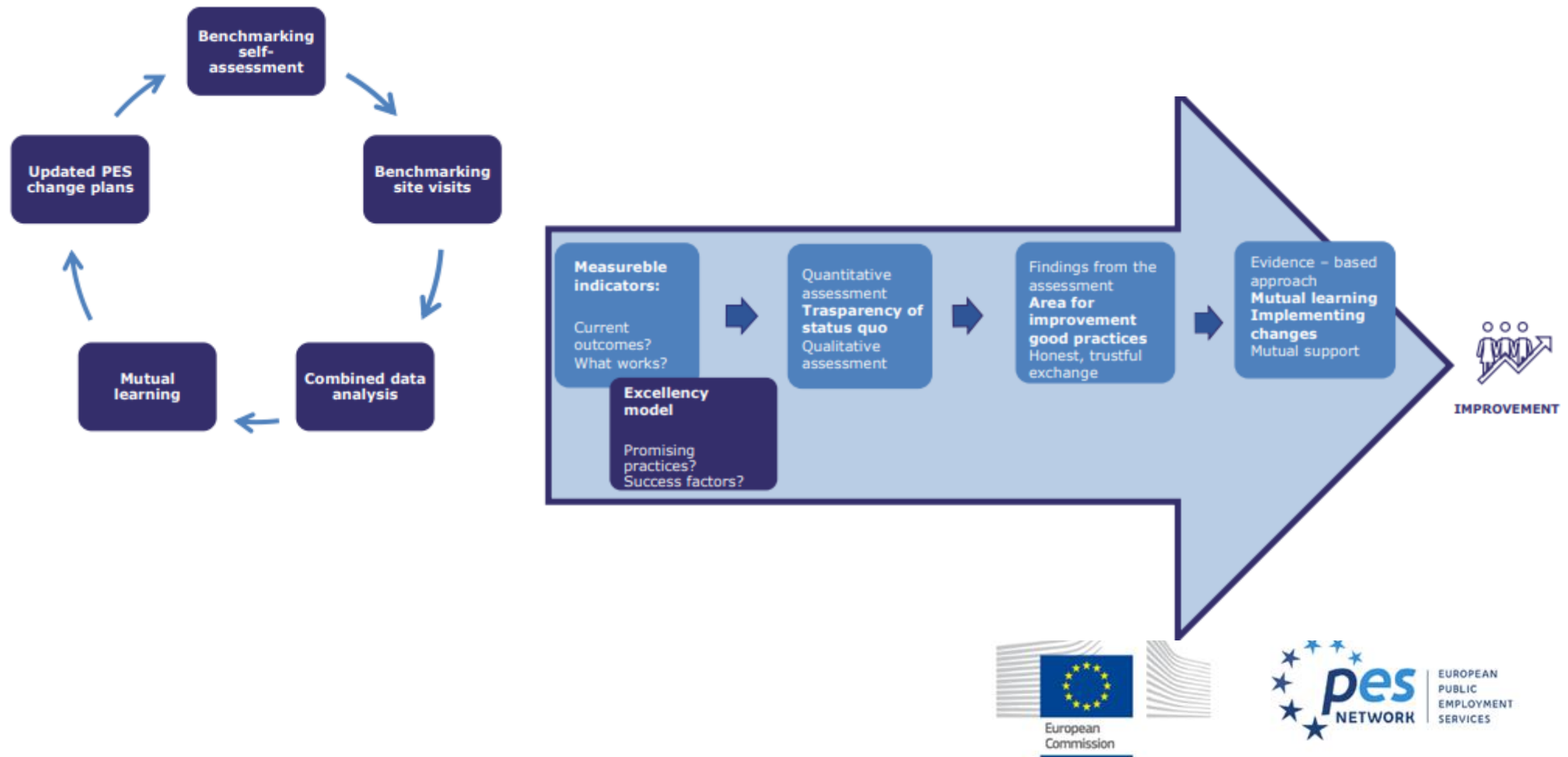
- **1A: Transitions from unemployment into employment** (as a share of registered unemployed).
- **1B: People leaving the PES unemployment records** (as a share of registered unemployed).
- **2A: Transitions into employment within 6 & 12 months** (as a share of all transitions into employment).
- **2B: Entries into a PES register of previously inactive persons** (as a share of all entries).
- **3A: Job vacancies filled** (as share of vacancies notified).
- **3B: Contribution of PES to finding respondent's current job** according to Eurostat's Labour Force Survey.
- **4A: Overall satisfaction of jobseekers** with PES services.
- **4B: Overall satisfaction of employers** with PES services.



Benchlearning Conceptual Model



Benchlearning cycle and continuous improvement principle



Source: [Benchlearning Manual 2023](#)

5. Trends in PES

Reports and outcomes of Mutual Learning Activities



New Forms of Active Labour Market Policies (study)



Study 'New forms of active labour market policy programmes' (July 2023)

Objectives

- Review developments of ALMPs between 2015 and 2022: are they fit for 1) short-term challenges and external shocks 2) long-term challenges?

Key trends

- Pre-pandemic: **declining** expenditure, new ALMPs focused on **disadvantaged groups**
- Pandemic: focus on **job retention schemes** (time-limited, large budget)
- Recovery:
 - ALMPs shifted towards **training measures and employment incentives**
 - Targeted at specific sectors, young people and disadvantaged groups (incl. supporting persons displaced from Ukraine)
 - ALMPs and services to **address labour shortages**

Recommendation: Continuing efforts to serve disadvantaged groups

- Better **include those at risk of exclusion** (long-term unemployed, people with few digital skills, people with lower levels of qualifications, people with disabilities)
- **Evaluate strengths and limitations of digitalisation** (for counselling services, diagnostic tools, training)
- Continue to **use employment incentives for specific disadvantaged groups** and scale up temporarily if needed (to support more groups and sectors)

Recommendation: Strengthen partnerships to close skills gaps and overcome shortages

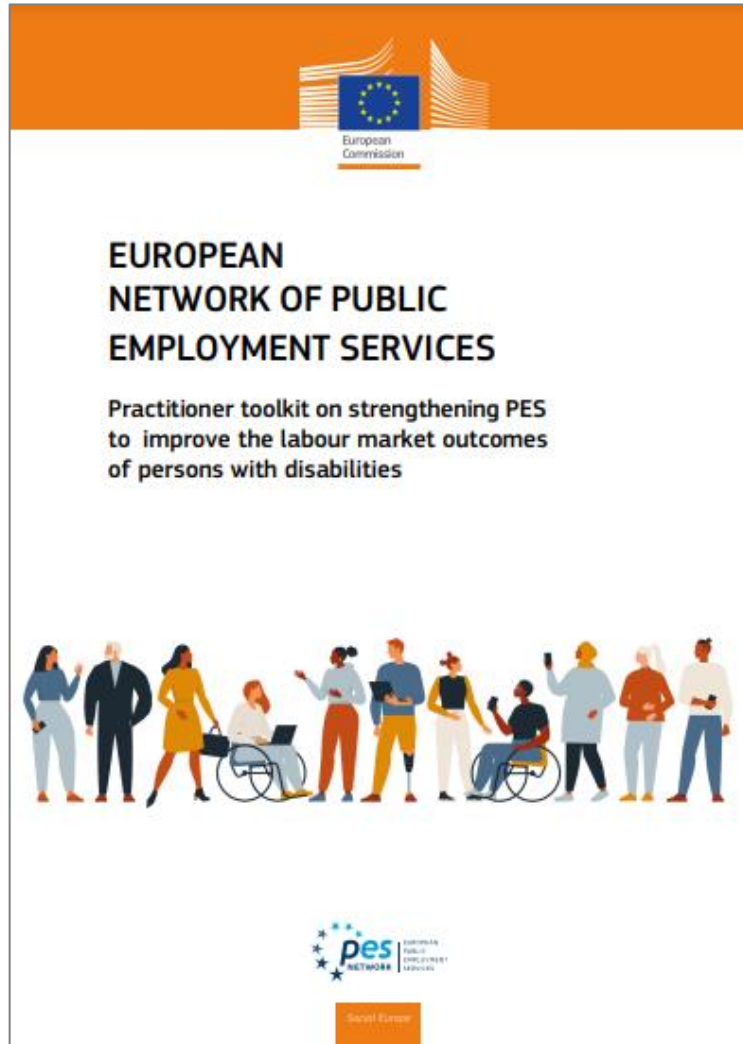
- Adapt PES service and ALMPs to respond to **twin transition (green/digital)**
- Step up **career counselling to the *entire* workforce** (including the employed) or **reinforce co-operation** with partners
- **Prevent unemployment** through upskilling and skills adaptation, based on **skills intelligence** (with social partners)
- To **assess and adapt** the quality of **hybrid and e-training courses**
- To continue to support traineeships and **workplace-based training** and attracting young people to VET-training for occupations in demand

Recommendation: Reinforce activities to respond to demographic change

- To reinforce efforts to bring **older workers** into employment (raise awareness, organising counselling and placement activities early on, self-employment).
- To reinforce efforts to make the **best use of skills of migrants**
- **Increase efforts to attract women** to the labour market and into STEM occupations, reduce gender segregation

Support to persons with disabilities (PES toolkit)





You can consult the PES Network Toolkit at this link:

PDF:

<https://ec.europa.eu/social/BlobServlet?docId=26069&langId=en>

WORD:

<https://ec.europa.eu/social/BlobServlet?docId=26167&langId=en>



What can PES do to promote inclusion of persons with disabilities?

- PES internal HR measures
- Provision of information, guidance, and job placement services
- Active Labour Market Programmes (AMLPPs)
- Reasonable accommodation
- Outreach programmes
- Engaging in partnerships

Supporting people displaced from Ukraine (*Working Group*)



Supporting persons displaced from Ukraine: PES Network Activities

- Online meeting among Heads of PES (May 2022)
- Exchange between Board Members and Commissioner Schmit (June 2022, Lille)
- Monthly Survey - Regular update by PES on measures taken (6 surveys March 2022 - August 2023)
- Exchange of Experience - Berlin (5 October 2023)
- Working Group - led by Norway (up to March 2023)



'Key considerations': overview



- Working group led by Norway with participation of: AT, BE-VDAB, DE, FI, LT, LV, PL, RO, SI
- 7 key considerations adopted by Board in June 2023
- Providing recommendations, practical guidance and examples of inspiring practices
- To be found on [PES Network Knowledge Centre](#)



'Key considerations' in 7 areas

1. **Enhanced guidance:** Providing accessible, up-to-date information for refugees and displaced people on how to enter the labour market (LT)
2. **Facilitating digital job matching:** Facilitating online vacancy, CV portals and job matching directly between employers, refugees and displaced people (PL)
3. **Tailored language training:** Tailoring language training to personal situations, skills and qualifications to increase job opportunities (BE Flanders, DE)
4. **Recognising skills and qualifications:** Improving the process for assessing, recognising and validating qualifications and skills to secure work opportunities corresponding to qualifications and experiences (SE, LT, DE)



'Key considerations' in 7 areas

5. **Sustainable inclusion:** Balancing short and long-term perspectives of fast entry into the labour market and creating a more sustainable integration process to ensure skills are used efficiently (NO, BE)

6. **Systematic collaboration:** Brokering collaboration and information sharing as well as systematic involvement between authorities and civil society, closing service gaps to make it easier for refugees and displaced people to integrate into work and society (PL, AT, NO)

7. **Working directly with employers:** Close collaboration between PES and employers is crucial to the successful integration of refugees into the labour market (FR, BE, DE)



**Attracting skilled labour from
third countries (*thematic
paper, forthcoming*)**



An evolving role for Public Employment Services

- Most migration schemes in EU/EEA are demand (employer) - driven
- PES activities so far mostly related to implementation of national labour migration laws (work permits, labour market tests)
- In view of mounting skills and labour shortages, PES have stepped up involvement – often within bilateral mobility agreements
- Opportunity for PES to step up their involvement at all stages:
 - LM intelligence/ identification of skills and labour shortages
 - information provision and guidance
 - post-recruitment services, vocational training
 - safeguarding working conditions.



Examples of PES involvement in different steps of recruitment

Stage of the recruitment process	Activities	PES
Monitoring labour demand and skill needs	<ul style="list-style-type: none"> • Issuing list of shortage occupations 	Austria, Croatia, Germany, Greece, Lithuania, Portugal, Slovenia, Spain, Poland
Implementation of national regulations	<ul style="list-style-type: none"> • Issuing work permits/single permit procedure • Formal approval • Labour market test • Evaluation of working conditions (post-arrival) 	<p>Netherlands, Lithuania, Malta, Slovenia/Hungary</p> <p>Austria, Belgium (Actris), Germany</p> <p>Austria, Croatia, Finland, Hungary, Latvia, Lithuania, Malta</p> <p>Austria, Finland, Germany, Lithuania, Malta, Slovenia, Portugal</p>

Examples of PES involvement in different steps of recruitment

Stage of the recruitment process	Activities	PES
Providing information and matching services (PRE-DEPARTURE)	<ul style="list-style-type: none"> • Multilingual IT portals to inform potential applicants about living and working conditions • Dedicated PES website for the match of vacancies with third-country nationals • Job fairs abroad • Support tailored to employers 	<p>Sweden, Germany</p> <p>Estonia, Denmark, Sweden, Germany, Spain (pilot)</p> <p>Slovenia</p> <p>Portugal, Finland, Germany, Belgium (VDAB/ Le Forem)</p>
Providing information and matching services (POST-ARRIVAL)	<ul style="list-style-type: none"> • Counselling on qualification recognition • Assessment/validation of (informal and non-formal) skills • Supporting integration measures (e.g. language learning) • Job search assistance (JS visa) 	<p>Belgium (Forem), Croatia Malta, Portugal</p> <p>Portugal, Spain, Croatia (tbc)</p> <p>Belgium (Forem), Finland, Portugal</p> <p>Portugal, (Germany)</p>

Examples of PES involvement in different steps of recruitment

<p>Involvement in publicly-led</p> <ul style="list-style-type: none"> • Bilateral mobility agreements (e.g. DE- Triple WIN) • Multilateral talent partnerships (e.g. THAMM) 	<ul style="list-style-type: none"> • Collection and posting of domestic vacancies in sending country (in cooperation with local PES) • Screening and pre-selection of candidates • Proposing suitable candidates to employers • Prepare selected candidates to take up employment • Visa support and counselling on qualification recognition tailored to employers • Post-arrival assistance 	<p>Germany, Portugal</p> <p>Slovenia</p> <p>Spain (agricultural sector)</p> <p>Belgium (VDAB/Le Forem), Germany</p>
<p>Involvement in business-led pilot projects (e.g. FI - Talent Boost Program)</p>	<ul style="list-style-type: none"> • Creating a model for attracting and retaining international talent 	<p>Finland, Germany</p>

Digitalisation and use of Artificial Intelligence in PES *(Study report, forthcoming)*



Key observations

- AI use is emergent and maturing rapidly (few PES with advanced (organisational) practices)
- PES focus on learning, exploring & experimenting
- Positive results based on 'soft' indicators
- Business process support: Profiling dominant, career guidance follows closely
- Focus on individual, stand alone, applications
- AI predominantly viewed as supplement/augment *not* replacement, where most applications targeted at counsellors
- Stakeholder involvement is critical for success
- Black Box vs. Explainability
- Exploring is easy, moving to production is hard

To find out more



PES knowledge centre

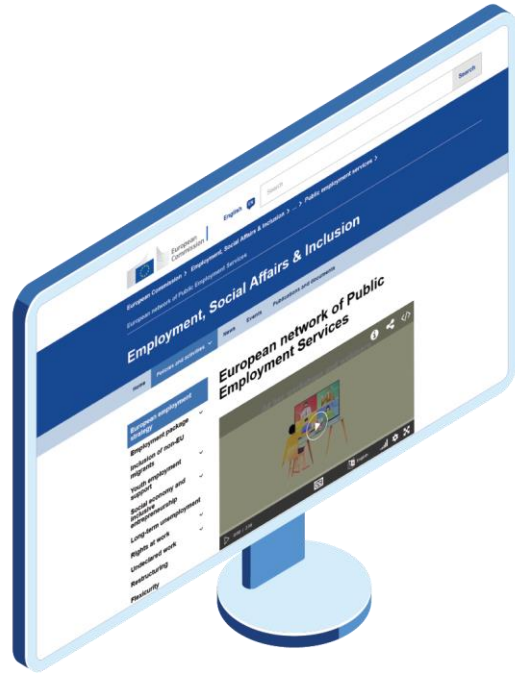
- PES Knowledge Centre

- **Find information by theme**

- Performance management
- PES governance
- PES partnership working
- Individualised service delivery
- Digitalised service delivery
- Career transition management
- Employer services
- Services for young people
- Services for long-term unemployed, vulnerable groups



External Online Tools



Europa-Portal

- News
- Events
- Videos
- Podcast
- Newsletter

Online-Databases

- Knowledge Centre
- PES Practices





CONTACT



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Questions for discussion



Questions for discussion

- How do your public employment services adapt to the changing context of the labour market?
 - Are challenges described for European PES similar to your context?
- What is your reference point for PES organisational excellence?
- Is the concept of PES ecosystem also relevant for you? How does it shape PES role and relationships with stakeholders?
- What are for you the most relevant takeaways from my presentation?
- What are the actions that you find the most successful in outreach and activation of those further away from the labour market?
- Does your PES have a mandate for attraction of skilled labour from the third countries and how do you approach this?



ANNEX – possible slides to use

PES practices to successfully integrate vulnerable jobseekers – Insights from a Thematic Review Workshop held in Zagreb, November 2023

Outreach/online presence

Social media presence to reach NEETs is key

- More personalised messages & authentic role models
- Need to be complemented with traditional campaigns (PT)

Ease of (online) registration

- Non-bureaucratic (simple) language; multiple languages
- Need for Apps for smartphones (SE)

Need for regular outreach work by PES and partners

- Need for old-fashioned F2F outreach work by NGOs
- Media campaigns are not just 'fire and forget'



Diagnosis & channel strategies

Increasingly sophisticated statistical profiling in place

- Counsellors' and individual's input is valuable, leading to better matching and more efficient support / quicker placement

Channel strategies becoming more focused

Increasing push towards digital first (e.g. in BE- VDAB, NL, SE) in general, including NEETs

- In many PES, all channels are open

Digital skills diagnosis is essential

- Tests have been developed by multiple PES (FR, PT)
- First interview is extremely important: autonomy
- Issues with diagnosing disability and other 'invisible' barriers



Online counselling & job matching

Distance counselling can work but need to be tested

- Agency and commitment on the part of jobseeker
- Youth with mental health issues might prefer online counselling
- Important to ,mix' channels, F2F still needed (BE –Forem)
- Counsellors need training for online communication

AI-based job matching can work

- Significant work on recommender systems (FR)
- Suggesting alternative occupations works, but precise information needed (vacancies)



Digital skills training (online)

COVID-19 has brought about (free) MOOCs

- Collaboration between PES & tech companies, no evaluation exists of MOOCs

Convincing & keeping clients on board still an issue

Promises & pitfalls of voucher systems

- More autonomy? Issues for vulnerable jobseekers?
- More competition: simple star-rating on quality/effectiveness (CR)

Digital skills courses for vulnerable NEETs

- Need for several basic courses
- Promising examples from BE- Forem, FR



Open issues and lessons learned

Lessons learned

- Issues of **access**: Apps, language
- Vulnerable NEETs need **F2F** services (in tailored environments)

Possibilities for mutual learning

- Diagnosis of digital skills
- Design and implement digital skills courses for low-skilled

Open questions

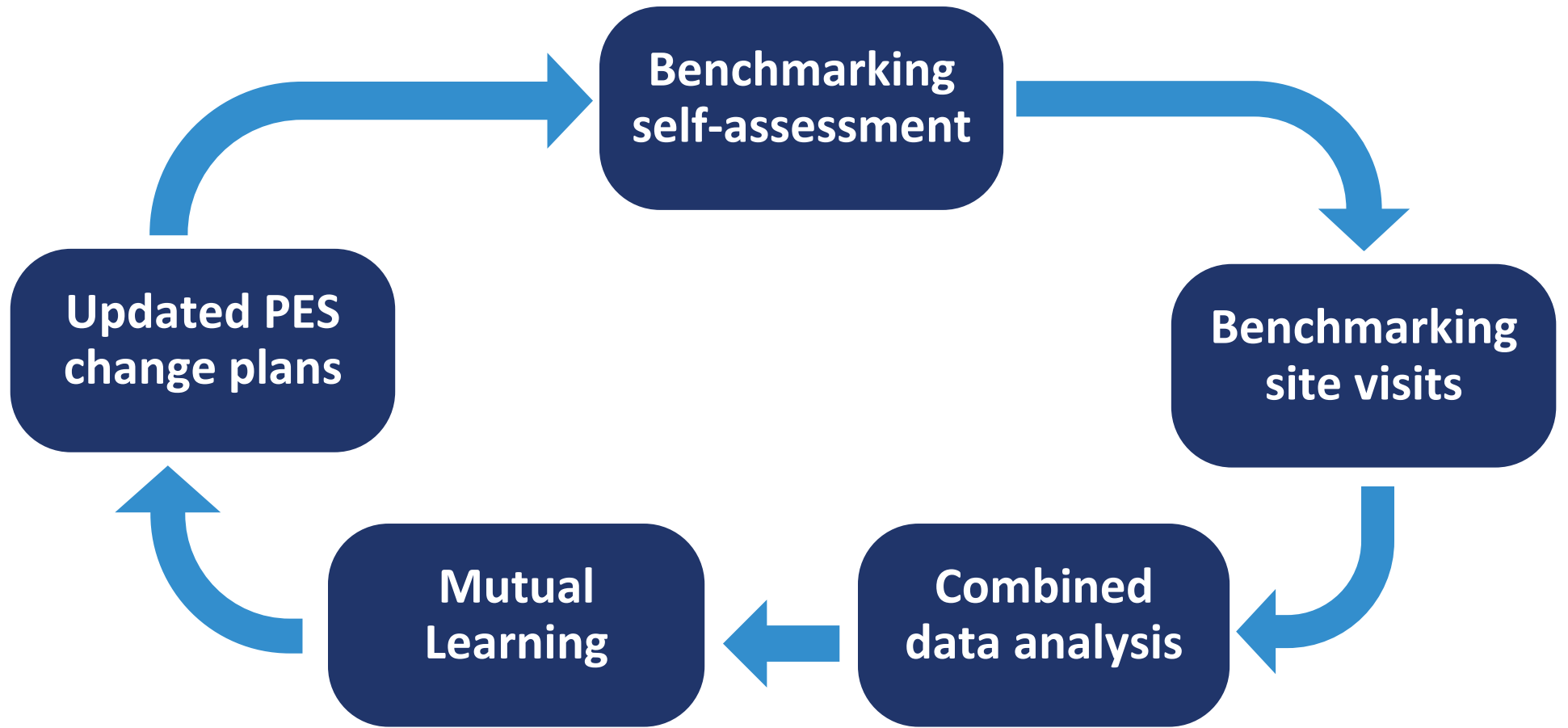
- Online complementary services: post-placement support
- Experimentation/evaluation needed



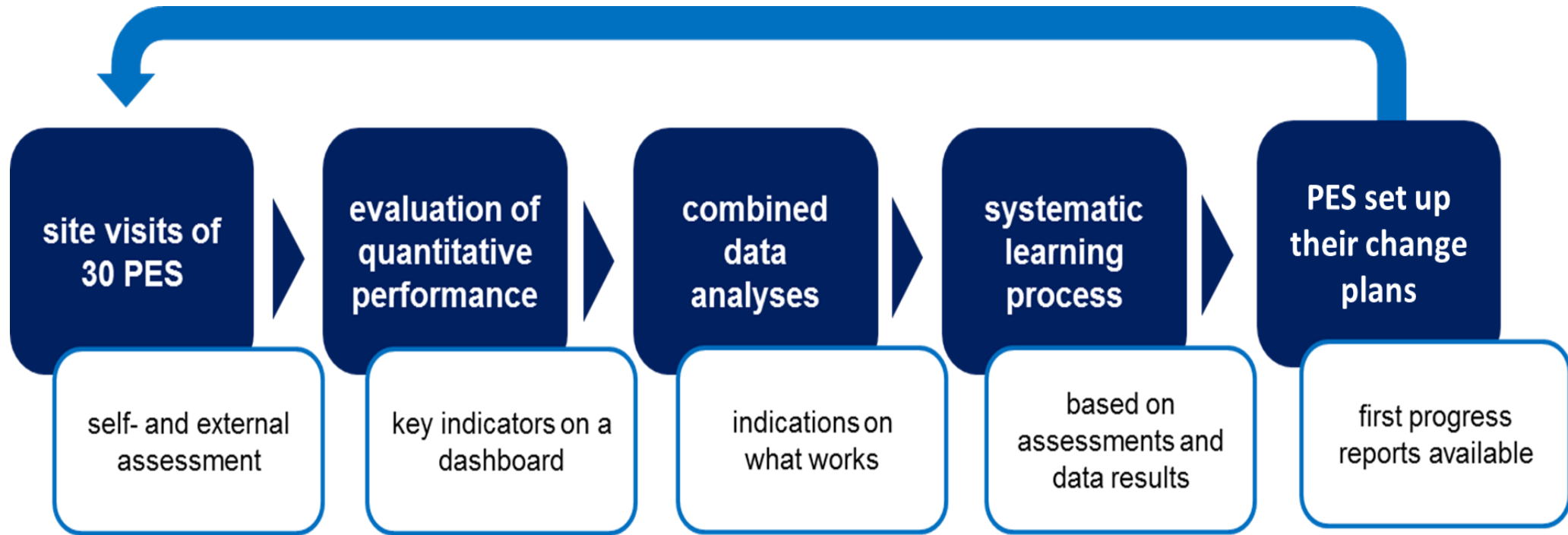
Benchlearning



Benchlearning cycle



Benchlearning cycle



Qualitative Assessment
8 Performance Sections
(PLAN-DO-CHECK-ACT)
Report + recommendations

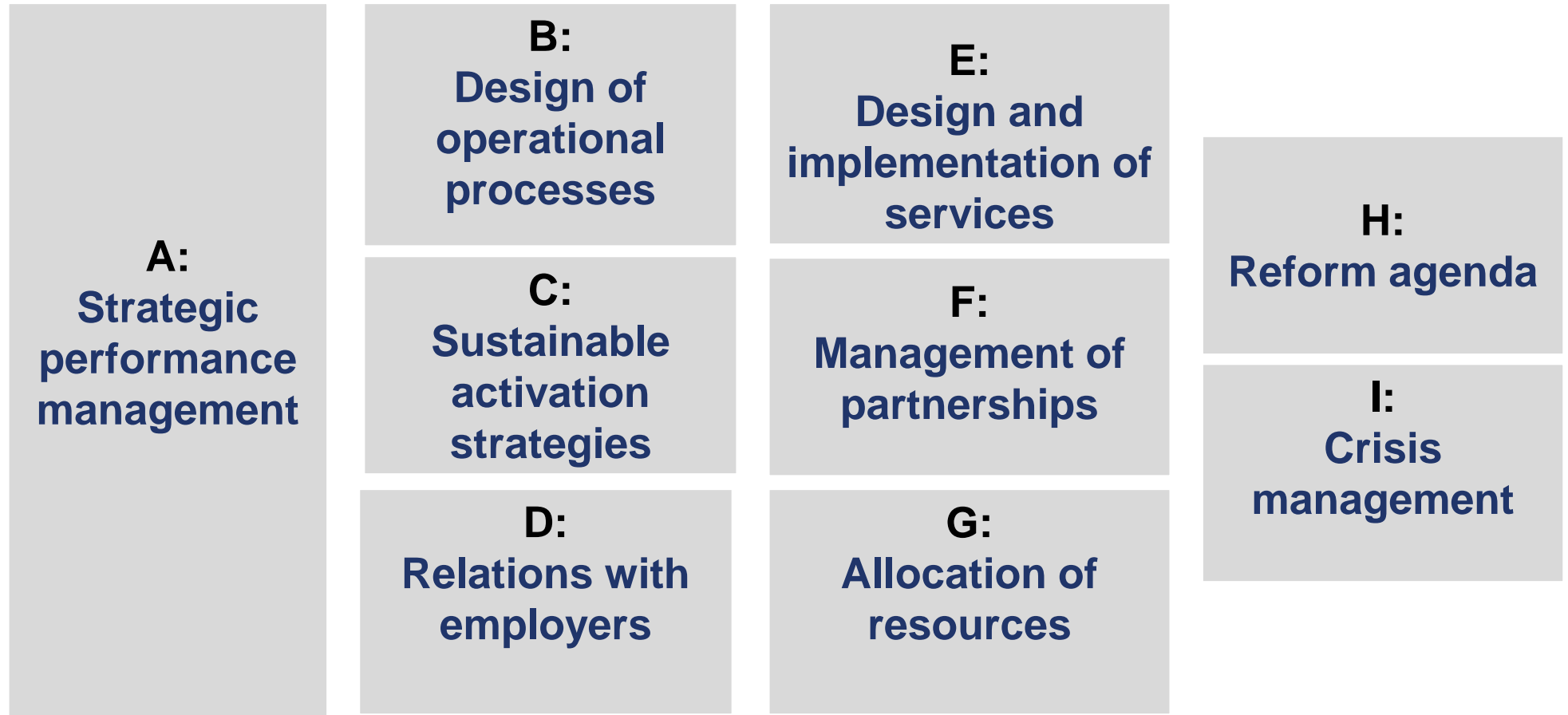


Benchmarking PES performance

- **Quantitative assessment:** statistics - adjusted for national/regional context.
- **Qualitative assessment:** self-assessment and site visits.
- **Analysis of enabling factors:** relationship between organisational arrangements and performance.



Excellency model: 9 performance drivers



Source: [PES Network Benchlearning Manual](#)



Example assessment findings

1. Strong response to crises

- Fast and efficient handling of COVID-19 pandemic.
- Focus on continuous improvement of approach to risks.
- Implementation of “Security Day” and trainings.
- Devoted and engaged staff.

2. Sound expertise in research

- R&D plan to identify needs for evidence.
- Well-developed methods.
- Mapping of available evidence and projects.

3. Openness for change and innovation

- Piloting of new approaches.
- Capacity building for digital solutions.
- Willingness to embrace change among staff.
- Eagerness to learn and share inspiring practices.



Example assessment recommendations

1. Anchor provision of employment services in organisational culture

- Sharpen strategic focus as a provider of employment services.
- Reduce task complexity for frontline staff.
- More clarity on contributions of each staff member to employment-related targets.

2. Refine practical activation processes

- Transparency on caseload of counsellors.
- Intensified cooperation between employer & jobseeker teams.
- Comprehensive methodology for matching vacancies & jobseekers.
- Support for all jobseekers as early as possible.

3. Make full use of digital infrastructure potential

- Aim to harmonise municipal and state IT systems.
- Competence-based profiling & segmentation.
- Use data to develop new e-services.
- Invite staff, jobseekers & employers to help develop new e-services.
- Promote use of e-services esp. among employers.



Lessons from the 3rd cycle of Benchlearning

~ 70 assessors
from 27 PES in 31
PES Assessments

Overall, PES made significant progress:

- Increasingly aligning KPIs with strategic objectives,
- Enhancing communication and interaction channels with clients,
- Intensified relations with employers and stakeholders.

Results suggest there is potential for improvement:

- Tailoring services to vulnerable groups
- Establishing effective and comprehensive partnership strategies
- Continued efforts in staff empowerment and resource allocation appear vital for the overall effectiveness of PES.

