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**Peer Review "Peer Review on Performance Management
in Public Employment Services (PES)"**

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Lithuanian Labour Exchange

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1. Overall approach to performance management

1.1. Are there any guiding principles that define and underpin the overall approach to performance management? If so, what are they?

In Lithuania, evidence-based management is a fairly new and a little researched topic, both theoretically and empirically. It can be said that Lithuania is moving towards evidence-based management.

A number of evidence-based management methods were created in Lithuania's public administration system. The fundamental methods are monitoring of the results of activities, evaluation of budget programmes, evaluation of the effect of decisions, evaluation of EU structural support, activity audits, function analysis/review, outsourced research and internal institutional analytical work.

The Strategic Planning Methodology approved in 2002 is the key document regulating the monitoring of performance of institutions accountable to the Government, including the Lithuanian Labour Exchange (PES). According to this Methodology, monitoring is performed against performance measures (or monitoring indicators). In 2006, a three level performance measurement system (with output, result, and effect measures) was put in place in Lithuania to enable the evaluation of not only the delivery of services and work undertaken by an institution, but also the achievement of programme goals and strategic goals.

According to the Strategic Planning Methodology, monitoring starts with the beginning of the implementation of the budget programmes and continues until the annual performance report is published on the website of the institution concerned.

While the Strategic Planning Methodology provides a methodological framework for formulating performance measures and for reporting, it does not regulate the quality and analysis of performance measures. Other legal acts adopted at the governmental level do not regulate these fields either.

It is important to note that by implementing the project "Improvement of a performance-based management" which applied to all government institutions and/or agencies, a new monitoring information system was installed, which includes long, medium and short term strategic planning documents and institutions accountable to the Government. The data of the strategic action plans for 2012 started to be compiled only in 2011 and the monitoring of the implementation of the aforementioned plans started in 2012. It is expected that this system will ease the management, collection, systematisation and analysis of information and will contribute more to the performance-based management.

1.2. Which structures or individuals have overall responsibility for performance management in the PES?

In the Lithuanian PES, managers and the employees share responsibility for the implementation and success of performance management. As such, they are fully aware of their respective roles and responsibilities in terms of the different stages of performance management.

It can be distinguished four stages of performance management in our institution: planning, monitoring, developing and assessing. The director of the Lithuanian Labour Exchange takes responsibility for the preparation of the Annual Action Plan which is

presented to the Minister of Social Security and Labour for approval. After the Plan is implemented, the Minister assesses the progress achieved and sets new tasks.

The director of the Lithuanian Labour Exchange organizes implementation, monitoring, development and assessment of the approved Plan and works together with the deputy director, directors of local offices and the heads of divisions. The implementation of the plan includes different stages, such as reviewing all steps of the planning process, establishing and communicating performance standards to the employees, assessing strengths and areas for development of services, monitoring employee performance, reviewing performance plans for progress and agreeing on revisions as necessary, acknowledging good performance through feedback, linking a development plan to a performance plan for staff members and formally reviewing the performance of employees.

The director of the Lithuanian Labour Exchange uses working meetings as an opportunity to talk about what went right and what went wrong, assesses progress against each performance and development objective set for the year, etc.

Both the divisions of the Lithuanian Labour Exchange, according to their functions, and the directors of the local offices are accountable for performance-based management and contribute to implementation of the targets and objectives set in the Annual Action Plan. Divisions of the Lithuanian Labour Exchange prepare the terms, resource allocations and performance indicators for their area of competence in the Annual Action Plan.

The appointed, accountable Lithuanian Labour Exchange's employee performs monthly monitoring of the performance indicators, prepares information about the execution of the indicators at national level and in 10 local offices. The course of the results is discussed during working meetings on a monthly basis, where arisen challenges and difficulties are analysed and the means to overcome them are planned. The Lithuanian Labour Exchange divisions and specialists, considering their competencies and responsibilities, are constantly monitored.

At the local level, accordingly, a director and a deputy director are responsible for this activity. They allocate differentiated tasks (depending on situation in territories) to divisions working directly with clients. On the division level, tasks are set for specific employees.

To sum up, in the Lithuanian PES, the processes of planning and monitoring are fully developed both on national and local levels. However, the processes of developing (in terms of services and our own staff competencies) and assessing need more effort, expertise and relevant responsibilities in coordination within the institution; therefore, they should be further improved.

1.3. Does the PES use a quality management model to assist in managing and improving performance?

Type of model	Used? Yes /no Give details if requested
ISO9000	No
Balanced Scorecard	No
EFQM	No
CAF	No
Other (please specify)	
None	

2. Goals and target-setting

2.1. What systems are in place to define and agree the goals, performance indicators and (quantifiable) targets?

The Minister for Social Security and Labour, after taking into account the Lithuanian Labour Exchange suggestions, sets the annual objectives, targets and indicators within the Annual Action Plan. The Lithuanian Labour Exchange is then responsible for the implementation of these targets and for the management of allocated funds.

The Lithuanian Labour Exchange sets annual activity objectives, targets and performance indicators for the 10 local offices. Accordingly, in order to achieve set activity objectives, targets and performance indicators, the local offices plan the necessary activities and set specific indicators for the front-line staff.

The heads of division¹ allocate tasks to their employees (allocated annual tasks are a part of an employee's activity evaluation) and submit their proposals to a local director who validates them.

Management by objectives means indicating goals and guidelines, delegating day-to-day decision-making as far out in the organization as possible, allocating resources and following up resources and resources utilisation.

How often are the goals, performance indicators and (quantifiable) targets set?

Frequency that goals, performance indicators and (quantifiable) targets are set?	Yes/No and give details if requested
6 months	No
Annual	Yes
Multi-annual (please specify)	No
Specific points in time/circumstances that trigger a review/adjustment (please specify)	No
Other (please specify)	

¹ There are two main divisions both on national and regional levels: the Labour Resources Division and Employment Support Division. At local level we have Customer Service Centers that are subordinate to regional level.

Who is involved in defining and agreeing the goals, performance indicators and (quantifiable) targets?

Who is involved in defining and agreeing the goals, performance indicators and (quantifiable) targets?	Involved? Yes/No and give details if requested
PES senior management	Yes
Ministry of Labour (Social Affairs, Economy ...)	Yes. The Labour Department of the Ministry Social Security and Labour
Other policymakers (please specify level and type of policymaker)	No
Social partners	Yes. Can make recommendations
Other stakeholders (please specify who)	No
Other PES staff (please specify who)	

2.2. What systems are in place to review and adjust the goals, performance indicators and (quantifiable) targets?

Usually the goals and performance indicators are set annually. At the beginning of each year, the implementation of previously set goals and performance indicators is evaluated and discussions about new goals and indicators take place. Some indicators are left as they were, but there is a condition to reach a higher value.

How often are the goals, performance indicators and (quantifiable) targets reviewed and adjusted?

Frequency that goals, performance indicators and (quantifiable) targets are reviewed and adjusted?	Yes/No and give details if required
6 months	No
Annual	Yes
Multi-annual (please specify)	No
Specific points in time/circumstances that trigger a review/adjustment (please specify)	No
Other (please specify)	

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PES senior management	Yes
Ministry of Labour (Social Affairs, Economy ...)	Yes. The Ministry of Social Security and Labour
Other policymakers (please specify level and type of policymaker)	No
Social partners	Yes. Can make recommendations
Other stakeholders (please specify who)	
Other PES staff (please specify who)	

2.3. What are the main goals and performance indicators for the PES?

Main goals:

1. Ensure the provision of quality and easy to access labour market services;
2. Reduce unemployment by stimulating jobseekers' employment;

3. Strengthen employment mediation activity, directed to the matching of labour supply and demand, and thus actively promote social cohesion;
4. Ensure the increase of youth employment by implementing the plan of measures directed to reduce youth unemployment.

Targets:

1. Introduce a new jobseekers' profiling-based service model;
2. Execute active labour market policy measures, including new vocational training system – issuing of training vouchers;
3. Develop the provision of easy to access and clear information about the labour market services using information and telecommunication technologies and organizing the transfer of electronic public services provision into the internet (Lithuanian Labour Exchange's website www.ldb.lt) and "EdBirža" database;
4. Contribute to preparation of the quality model of local office employees activities, including the linking of salary to activity results. Introduce this model to the local labour exchange offices, after the agreement with the Ministry of Social Security and Labour;
5. Implement means and a measure plan, directed to reduce youth unemployment, endorsed in the local offices action plans for 2012.

Indicator	Value
Reduce the number of jobseekers	30000
Offer „New start“ measures over 12 months of unemployment for grown-up jobseekers	98.5 %
Fill registered job vacancies	97.0 %
Offer „New start“ measures over 4 months of unemployment for young jobseekers (up to 25 years of age)	89.0 %
Employ and send to the active labour market measures young jobseekers (up to 25 years of age)	20.0 %
Average number of jobseekers who monthly receive unemployment benefits	44596
Increase the availability of labour exchange services to jobseekers	30.0 %
Reduce the average time period needed to fill job vacancies	20.0 %
Increase the number of electronic services' users	15.0 %
Retain established work places over 3 years	80.0 %
Employ over 6 months after public works	10.0 %
Employ and include the recipients of unemployment benefits and social allowances to the active labour market measures	20.0 %

What is the main rationale behind these goals and performance indicators?

The main rationale behind these goals and performance indicators is relevance to the overall Ministry and Lithuanian Labour Exchange goals, taking into account the aspects of the situation on the labour market.

2.4. Is there any rationale behind the number of indicators set, and if so, what?

There is no justification for setting the number of indicators and hierarchy. Indicators are subject to change annually. For example, in 2009, there were 5 indicators, in 2011, it was set at 10 indicators, and in 2012, the number was 12.

Recent challenges facing the labour market are the management of the consequences of the crisis and an effort to maximize the influence of the state employment service goals, objectives and indicators of growth in the number, at the same time increasing its role.

2.5. Are the indicators common to all the PES structures and levels (national, regional and local) or is there some degree of tailoring?

Some of the set indicators are not differentiated - that is, the significance of their achievement is the same at the national and regional levels². Other indicators, considering different regional situations, are differentiated at the regional level (a local labour exchange office). Regional offices can freely differentiate indicators at the local level as long as the set indicator value for the whole region is achieved.

The indicators which can be differentiated at regional level are:

- Reduce the number of jobseekers;
- Average number of jobseekers who receive monthly unemployment benefits;
- Increase the availability of labour exchange services to jobseekers; and
- Reduce the average time period needed to fill job vacancies.

2.6. Based on your experience, what are the main challenges faced in ensuring effective target-setting?

The main challenge faced in ensuring effective target-setting is too many targets and indicators. There was a particularly big increase in the number of targets and indicators in 2011- 2012.

2.7. Based on your experience, what works best in ensuring effective target-setting?

In the Lithuanian PES, the concentration of joint effort and responsibilities in achieving the objectives is taking place which is achieved through strong communication and bottom-up strategies. Management by objectives gives a clear direction of where we

² There are 10 regional labour exchange offices. According to the Lithuanian administrative division, each office is in 1 of 10 counties. Counties are subdivided into 60 municipalities. In all municipalities there are Customer Service Centers.

are going, allows the planning and achievement of changes. Monthly assessment of the defined indicators makes it possible to determine the progress or highlight problems. A professional culture of sharing good practices among local offices has been developed, particularly in relation to how to achieve the progress. In that way, the public employment services evolve and more effective services are provided.

3. Performance measurement

3.1. What are the main systems and tools in place to collect data and measure performance according to the agreed indicators?

Do you use a data warehouse? Which types of data are collected regularly and for which purposes?

In Lithuania, activity monitoring is executed on 2 levels – the national programme level and the EU structural support usage monitoring systems level. In the EU action programmes monitoring system, there are around 1,000 indicators and in the strategic planning system – around 3,350 evaluation criteria.

In Lithuania, the activity management system has been applied for more than 10 years, but the activity monitoring is not yet fully developed. Although monitoring data allows the evaluation of the progress or non-fulfillment of the programmes' objectives and goals, an analysis is needed to determine their causes, which in the Lithuanian public administration system is not fully achieved. Furthermore, evaluation criteria are formulated based on a "bottom-up" approach (institutions themselves set criteria for every programme which they are accountable for). It should be also noted that this process lacks political leadership and involvement of higher level authorities.

Every year, the main annual action objectives, goals and performance indicators are set for the Lithuanian Labour Exchange and its local offices. To evaluate activity performance, a monitoring system was created, which is based on the official statistics data and the calculation of additional indicators from jobseekers' and job vacancies' database. The jobseekers' data and the data about the implementation of the active labour market and other measures is used to execute employment policy implementation functions, appointed to the Lithuanian Labour Exchange by the Law on Employment Support, and to achieve set objectives and goals.

Performance data in relation to the indicators are recorded once every month (after the end of an accounting month, and the final evaluation considers the results achieved during the year. The local offices, director, deputy director and the heads of divisions of the Lithuanian Labour Exchange can monitor the achievement and progress of indicators at any given time (daily).

3.2. How do the performance measurement systems compare the results of different PES offices to be used for benchmarking?

Countrywide set performance indicators are divided for 10 local offices, considering the specific local situation and peculiarities. In the country, a unified system for the calculation and representation of performance indicators has been developed. The indicators' values for all the territories together are calculated from the central database. Given the local situations and peculiarities, the main attention is focused on achieving set performance indicators, rather than comparing the territorial differences. As a result of the calculation, the causes of non-fulfilment of the set objectives and performance indicators or measures are analysed.

3.3. Please describe one of the most effective systems or tools for collecting data and measuring performance in greater detail.

In the Lithuanian PES, two information systems for monitoring of performance indicators were created and developed.

„Thunder“. The purpose of this measure is an expeditious calculation of performance indicators by different elaboration levels: national, local offices, local office divisions, individual specialists. The measure is used by specialists and the heads of divisions. This allows constant monitoring of the results (information is available daily, weekly) and prompt reaction to an emerged situation.

“Manager’s window”. The purpose of this measure is the representation of the achieved indicators both on national and local (local offices and their divisions) levels. The measure distinguishes indicators which are not fulfilled or are at the risk of non-fulfilment. This measure is used by managers of all levels.

3.4. Based on your experience, what are the main challenges in collecting data and measuring performance?

The main difficulty in evaluating the execution of performance indicators’ and calculating statistics is expeditious, precise and complete entry of information about jobseekers and the application of active labour market and other measures into the databases.

3.5. Based on your experience, what works best in ensuring effective performance measurement?

Based on our experience, the planning and monitoring processes on the national and local levels (including IT monitoring system) work best in ensuring effective performance measurement. For example, there is an indicator “Fill registered job vacancies” which is closely related to another one “Reduce the average time period needed to fill job vacancies”. To achieve these two indicators, our specialists should take coordinated action. To facilitate this coordination process, a monitoring programme is developed which allows us to evaluate the risk of filling in the vacancy and plan preventive measures. This programme for the specialists responsible for employment mediation, uses special symbols (i.e., red or green exclamation mark) in a set time period to highlight the level of risk.

4. Performance management, continuous improvement and learning

Part 1: Performance management, continuous improvement and learning within PES

4.1. How are the goals, performance indicators and targets communicated to wider PES staff?

The Director of the Lithuanian Labour Exchange formalizes the objectives, goals and indicators, set by the Ministry of Social Security and Labour, by issuing an official Order, which states concrete and clearly defined obligations for the divisions of the Lithuanian Labour Exchange and local offices. The local offices accordingly formulate tasks for their respective divisions working directly with clients. In the division, all employees are informed about set objectives, goals and indicators via the intranet and staff meetings.

The director of a local office delegates specific tasks for his personnel. These tasks are used as a basis for the annual employees' performance evaluation. This way, every employee feels personal responsibility to pursue the institution's common goals. For example, mediators (their main task is to assist jobseekers in employment) in the beginning of the year get a task to employ a certain number of jobseekers during that year. Their activity is being monitored and discussions with superiors are being held to highlight challenges, to identify difficulties and to consider the means of achieving given tasks.

4.2. What systems and tools are in place to use the results for the continuous improvement and learning of the PES?

Created information systems allow constant monitoring of activity management. Set activity objectives, goals and indicators are discussed in working meetings. The process follow-up is continued during quarterly working meetings when activity results are discussed, causes and challenges, impeding the execution of set indicators, are analysed, and further action steps are taken. During these meetings, a lot of attention is paid to disseminate a good practice. These meetings take place once a month in the central office in Vilnius with participation of regional directors. We have a work schedule of the issues for consideration elaborated in close cooperation within the institution. According to the meeting agenda, a responsible specialist prepares a deep analysis of a certain problem and presents conclusions and recommendations. For example, recently we investigated how the measure of subsidised employment works sharing the good results achieved and some problems at regional level. The presentations are followed by discussion, analysis and official minutes setting action for the future. The local offices, which achieved best results in the execution of set goals, share their experience with their colleagues from other local offices. This is done through collective training sessions, meetings and regional coaches with relevant experience in the field.

4.3. Please describe what works best in giving concrete impulses for the continuous improvement and learning of the PES at all levels.

The execution of set objectives, goals and activity indicators is regularly and systematically monitored and the causes, which impede the achievement of set indicators, are analysed. After the analysis, possible changes in the employment service activities are discussed, suggestions for the alteration of legislation, which would increase the effectiveness of applied active labour market measures, are formed and submitted to the Ministry of Social Security and Labour.

If possible, please provide concrete examples of where the performance results have led to an improvement or learning in the PES organisation.

Since the middle of 2012, a pilot activity evaluation model was introduced in 3 local offices. There were set several objectives of this project, such as the increase of the effectiveness of the Lithuanian Labour Exchange activity, more rapid and purposeful reaction to the needs of employers and jobseekers, stimulation of employees' motivation to place more jobseekers, delegating more responsibility for the local office employees who provide placement (and other) services, motivating them based on the achieved results.

The activities of employees who work with jobseekers directly influence the implementation of several indicators (e. g. to reduce the number of jobseekers, to fill job vacancies, to reduce time period over which job vacancies are filled, etc.). The essence of this result-based activity evaluation system is an efficient assistance to jobseekers and employees' personal responsibility for achieved placement results, which have an impact their activity evaluation. This system is aimed to link employees' activity results to salary, which means the more jobseekers an employee successfully places, the more possibility is to receive a higher salary. Salary of employment mediation specialists is composed of 2 parts: permanent and variable, which is calculated on the basis of execution of an employment task.

In order to properly evaluate the activity of employees and the level of their work effort, activity monitoring was executed monthly. "Managers window", prepared using IT measures and introduced in local offices, allowed to monitor every employees' activities, on the basis of activity evaluation goals, and to monthly make decisions, considering the implementation of set goals.

Heads of local offices had meetings with employees and discussed job vacancy search, interaction with employers and placement results. Systematic execution of these meetings allowed determining employee's subject traits and the execution of requirements relative to his functions. For impeccable execution of their duties, employees were motivated applying monetary and non-monetary incentive methods.

Monitoring showed that the introduction of this model was justified and employees' effort and motivation to place more jobseekers increased.

After the assessment of pilot stage, a results-based employee evaluation system was introduced in all 10 local offices from 2013.

4.4. Based on your experience, what works best in ensuring continuous learning and improvement within PES?

Looking from the Lithuanian Labour Exchange perspective, the most important issue is to improve service provision to clients and to increase competencies of our own personnel, working directly with clients.

Although we have a number of low-skilled clients applying for our guidance and assistance, it should be taken into consideration that every fifth jobseeker has a higher education, so it is evident that the level of our services should be respectively adapted to their needs. Our evaluation shows that this group of customers requires the most modern higher-level consulting and employment mediation services. Therefore, it is necessary to carefully monitor our staff ability and competence to provide services and measures for specific target groups, to identify gaps (for example, lack of legal knowledge or lack of modern consultation methods) and to ascertain if the institution has necessary competencies.

Furthermore, more in-depth evaluation processes need more resources (human and material) for the development of activity and continuous learning.

It is also necessary to strengthen partnership with other institutions (universities, science institutes), which would contribute to continuous learning and improvement process within the Lithuanian Labour Exchange.

4.5 Based on your experience, what are the main challenges in linking performance measurement to continuous improvement and learning within PES?

Since some indicators are set for a year and are later replaced by other different indicators, it impedes continuous improvement and learning within the Lithuanian Labour Exchange. The Lithuanian Labour Exchange's activity contribution to the implementation of objectives set by the Ministry of Social Security and Labour is not always successful.

Part 2: PES business case: using information from performance management in the dialogue with policymakers and social partners

4.6. How is the wider knowledge of successful (and less successful) employment policies and measures collected?

To gain knowledge about good practice in other countries, the database "Web-tool for evaluated employment services practices", operating on the European level, is a helpful tool in our work.

The Lithuanian Labour Exchange and the Ministry of Social Security and Labour tightly cooperate in the exchange of information, which was determined in EMCO activity.

The main tools to gather information about what works and what doesn't are statistics, databases, which are used as a basis for labour market monitoring, and data from other institutions (e. g. social support divisions at municipalities, State Social Insurance Fund Board, etc.).

4.7. How is the wider knowledge of successful (and less successful) employment policies and measures shared with others?

The Lithuanian Labour Exchange action plans, reports and various activity issues are presented and discussed with social partners in the Tripartite Commission at the Lithuanian Labour Exchange. The Commission uses social dialogue to find solutions, which satisfy all three sides, and to form recommendations for activity improvement and solving particular problems. These solutions and recommendations can be proposed for the Tripartite Council at the Ministry of Social Security and Labour. Tripartite Commissions also operate at all 10 local offices, where employment policy and measures are coordinated with social partners at the regional level.

4.8. How are the goals, performance indicators and targets communicated to other stakeholders (social partners, ministries) if these are not involved in the process?

The Lithuanian Labour Exchange strategic action plans, reports, statistics and various surveys are published on the website www.ldb.lt. Inquiries are answered on the individual basis.

4.9. How are the results from PES performance management (in terms of what works best, ideas for continuous improvement) shared with others (policymakers, social partners)?

The Lithuanian Seimas (policy-making institution) committee for Social Affairs and Labour organizes the analysis of particular topics, depending on the thematic of prepared legislation. These events are attended by representatives of the Ministry of Social Security and Labour, the Lithuanian Labour Exchange, the Lithuanian Seimas and other institutions. Furthermore, the Lithuanian Labour Exchange submits information on various topics to prepare for EMCO conferences.

If possible, please provide 2-3 concrete examples of where the performance results have been shared with others resulting in changes in service delivery or ALMP measures.

When, as a consequence of the global economic crisis, employment started to increase, the effectiveness of vocational training measure significantly decreased. Although supply of unqualified jobseekers was abundant, labour demand was small and employment opportunities were limited. Therefore, individuals who participated in vocational training measure had difficulties to be employed and consequently, this had a negative impact on the effectiveness of vocational training measure.

This problem was analysed and discussed with social partners in the Tripartite Commission and solutions to change the implementation method of vocational training were formed and submitted to the higher authorities. Since 2012, vocational training voucher system was introduced. The Lithuanian PES considers the vocation training need, determined in the jobseeker's individual action plan, and, following certified vocational training priorities and vocational training participants' priority target groups, issues a vocational training voucher for a jobseeker or a person who received a redundancy notice. The measure is implemented by a signing tripartite agreement. This way, all three sides – a local office, a jobseeker and an employer, take responsibility for the measure's implementation and employment, after the measure has ended.

4.10. Based upon your experience what are the main challenges and what works best in ensuring the dialogue of PES with other stakeholders about results from performance management?

The main challenge is the lack of dialogue with an academic community because there is no mechanism in place to improve our activity evaluation based on professional and independent research and feedback on what works and what does not.

Cooperation with social partners (universities, science institutes) is not yet fully developed, therefore it is difficult to distinguish what works best.

5. Conclusions and questions

5.1. What lessons have you drawn from your experience in performance management?

- Theoretically, performance management in Lithuania is in place, but practically it is not yet fully developed; We would like to have a PES-specific performance measurement in place, also continuous performance management improvement and especially learning.
- Performance management is a key element for the Lithuanian Labour Exchange learning and performance improvement;
- Performance management system, to which activity is oriented, involves employees of all institution's levels, ranging from Director to the front-line staff.

5.2. What are key issues for the way forward in your organisation in relation to performance management?

- To create and develop cooperation network on all levels, involving local municipalities, social partners (employers, trade-unions, etc.) into performance management process;
- To develop monitoring system for the Lithuanian Labour Exchange performance indicators' evaluation, supplementing it with data from other institutions' databases;
- To involve employers in the evaluation process of the active labour market policy measures' effectiveness.

5.3. In the Peer Review discussions, on which of the following topics would you most like to focus and what would you most like to learn from others?

Topics	Importance of the topic (scale: 1 = very unimportant, 5 = very important)	What would you most like to learn from others in the topic(s) you are most interested in? (maximum three bullet points)
Overall approach to performance management	2	
Goals and target-setting	3	
Performance measurement	4	<ul style="list-style-type: none"> - Management methodology; - Country-specific performance management system design.
Performance management, continuous improvement and learning	5	<ul style="list-style-type: none"> - Quality management by recognizing customers' expectations (PES good practices); - Integration training efforts of PES staff into a total performance improvement system.