

PES to PES Dialogue: The European Commission Mutual Learning Programme for Public Employment Services

Dissemination Conference: “Innovative and effective approaches for the strategic management of PES”

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

PES organisation and management strategies

- **Organisational learning is a key feature in effective performance management.**

Introducing self-assessment, group learning, individualised development plans and creating proximity between the top and bottom tiers of the organisations can form part of a learning culture, which can be supported by individualised or localised financial reward systems.

- **Transparent communication over targets, expectations and support to all staff is essential** to establish trust in the performance management process and to foster organisational learning. PES are also mindful of setting targets that do not distort the volume versus quality ratio.

- **Cost-benefit analysis (CBA) is a useful tool in the implementation of New Public Management.** It can inform assessment of which interventions and offices are the most cost-efficient and where higher investments in PES service capacities are returned by lower costs for unemployment. Whilst the use of CBA in PES is currently limited, it has potential for the future. Germany, for example, is running a pilot project to reduce the caseload per counsellor for a specific target group. The evaluation will review whether the additional staff costs will be financed by savings in unemployment benefits and the generation of additional insurance contributions.

Personalised services for target groups: the role of green jobs for lower skilled and approaches for people with disabilities

- The identification of new employment opportunities for jobseekers and the provision of training relevant to labour market needs, including in the growing ‘green’ economy, are important for the integration of jobseekers, particularly the low-skilled.

- **PES have developed approaches and partnerships with employers, employer associations and training providers to support jobseekers into green employment**, mostly at local and regional level. Examples include support for high level green skills training for under 35 year olds at the Spanish Basque PES involving classroom training and internships in companies in the environmental goods and services sector. France has national level activity to support jobseekers into green employment, providing workshops bringing jobseekers and employers in green sectors together, plus brokering of training for specific sectors.

- Despite an improvement in the health of the labour force, disability benefit claims have increased in most, though not all, Member States over the past decade. Whilst there is evidence of a convergence towards activation policies and away from cash transfers, there is still **further potential for development of PES services and measures for people with disabilities.**

The PES to PES Dialogue Report 2013 summarising the results from the third year of the programme, including the discussions at the Dissemination Conference, is now available [here](#). In order to increase the potential for transfer, specific information notes have also been prepared for the *Heads of PES (HoPES)* network and the *Employment Committee (EMCO)* on the main lessons and future challenges for PES.



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Impact of PES to PES Dialogue

The results of the European Commission survey carried out among PES this year confirmed that **the PES to PES Dialogue has been a highly valuable initiative in bringing about and influencing positive changes in PES across Europe**. Over the past three years, 62 changes have been reported by 22 PES, mostly in relation to the refinement of individual action planning and profiling and initiatives addressing youth unemployment. The discussions at the Dissemination Conference generated fresh ideas on how to further improve mutual learning, including the need for PES to improve the engagement of their own organisation.

Follow up study visit on PES and low-skilled adults and young people

Following a Peer Review on 'PES approaches for low-skilled adults and young people: Work first or train first?' in Lithuania on 6-7 June 2013, several PES expressed an interest in gaining practical insights into the experience of the Norwegian PES in integrating the low-skilled. The follow up study visit focused particularly on how the Norwegian PES works with partner organisations in the education, health and other sectors to develop effective solutions for integration of low-skilled, above all for those with multiple obstacles. Representatives from the PES in the Republic of Macedonia, Bulgaria, Lithuania, Hungary, Belgium Le Forem and Spain participated in the visit which took place on 5 November 2013. The report is available to download [here](#).

Analytical Paper on "PES approaches for sustainable activation of people with disabilities"

This paper reviews the services and measures provided by PES to achieve the sustainable activation of people with disabilities, including how PES work with partner organisations to provide specialist services and measures to this group. The paper is available to download [here](#).

What's next on PES to PES?



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Analytical paper on "Successful partnerships in delivery of employment services" (December 2013)

As envisaged by the PES 2020 strategy, PES should develop a conductor role in building bridges, cooperation and partnership. This paper provides PES with information on how to use partnerships as a mechanism to enhance employment opportunities when working with stakeholders such as employers.

Topics for 2014 as part of the European network of Heads of PES work programme

Dialogue Conferences

"Targeted services for employers", 11-12 March 2014, Brussels

Peer Review

"PES approaches for sustainable activation of long-term unemployed", 10-11 April 2014, Sofia, Bulgaria

"Personalised employment services for jobseekers in times of digitalisation", 22-23 May or 4-5 June 2014, Netherlands

Analytical papers

"European competences profile for employment and EURES counsellors" (June 2014)

"Central steering and local autonomy in PES" (summer 2014)

"Competences based profiling and matching techniques" (summer 2014)

"PES Supply chain management", (PARES) (summer 2014)