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Pôle Emploi

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CONTENTS

1. MAIN CHALLENGES IN RELATION TO THE LABOUR MARKET.....	1
2. SERVICES FOR OLDER WORKERS: OVERALL STRATEGY AND APPROACH.....	4
3. PREVENTATIVE PES SERVICES AND MEASURES FOR OLDER WORKERS.	9
4. PES SERVICES AND MEASURES FOR UNEMPLOYED OLDER WORKERS... ..	11
5. MONITORING AND EVALUATION.....	14
6 CONCLUSIONS	16
ANNEX.....	18

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In collaboration with GHK Limited and the Budapest Institute.

1. MAIN CHALLENGES IN RELATION TO THE LABOUR MARKET

1.1. What is the labour market situation of older workers?

France, like its main European partners, faces an ageing of its population and an increasing burden of the elderly in society.

What characterises the situation of older workers in the labour market in France, compared to all European countries, is the relatively low employment rates of people aged 55 to 64. Differentials are more pronounced for the group aged 60 to 64 and for men. Thus, in 2010, the employment rate for people aged 55 to 64 approached 40 % versus 48 % in the EU15 and 46 % in the EU27.

However, in France, progress is being made, showing an increasing occupation and employment of older workers.

a) Older workers' occupation

In 2010, at the age of 54, 90 % of men and almost 80 % of women are in the labour market, while at 59, 50 % are in the labour market. At 60, this proportion is only 30 % and 14 % at 63. Remaining in the labour market also very much depends on the profession and status. Thus, in 2010, between 60 and 64, nearly 40 % of self-employed workers, executives and upper intellectual occupations in the public service were still participants in the labour market, versus 20 % of executives and employees of the private sector and 10 to 15 % in other occupations.

It should also be noted that, in recent years, France has seen significant developments in the occupation of older workers.

In France, between 1970 and 2000, the occupation rate of people aged 55 to 64 has sharply declined (from about 50 to 30% on average), mainly due to a collapse of the occupation rate (and employment rate) of men, while that of women slightly rose. This phenomenon is the result of a combination of several factors:

- Lowering the age from which it is possible to receive a full pension retirement to the age of 60 in 1982;
- Massive use of early retirement measures in the 80's and 90's in order to accompany the major industrial restructuring.

However, since 2001, this change has been reversed. Indeed, numerous generations coming right after World War II arrived at the age of 55 and are characterised by a markedly greater retention in the labour market than their elders. This results in an increase in the 'underlying'¹ occupation rate of people aged 55 to 64, at a fairly steady rate until 2008, then more rapidly from 2008 to 2010.

¹ The underlying occupation rate of an age class is the average of occupation rates by detailed age. It is the rate that would have known the age class if the size of each generation was identical.

This increase is related in particular to the successive reforms of the retirement system (raising the legal age and increasing the contribution period) and to the gradual reduction of occupation removal plans whose use was highly developed in the 80's and 90's.

Between 2003 and 2010, the occupation rate of men and women has increased in all ages between 55 and 64, with a most marked growth between 55 and 59.

The evolution of occupation behaviours of people aged 50 to 54 has remained comparable to that of 30 to 49: stability of the occupation rates for men (90 %) and continuation of the steady increase in the occupation for women (80 % are working in 2010 instead of 50 % in 1975).

b) Older workers' unemployment

Older workers are less likely to be unemployed than young people. In 2010, the unemployment rate for people aged 55 to 64 was 6.7 %, representing 2.8 % of all people aged 55 to 64. The differential between older workers and the entire population old enough to work (15 to 64 years) is in favour of older workers: their unemployment rate is lower by 2.7 percentage points and their unemployment proportion lower by 3.8 percentage points. This relative advantage is mainly due to the fact that older workers are more often employed with stable contracts and in the civil service.

However, since mid-2008, in connection with the financial and economic crisis, the unemployment rate for people aged 55 to 64 has increased more sharply than for other working populations: an increase of 2.2 percentage points at the end of 2010, versus an increase of 2.1 percentage points for all the working population. The number of unemployed people aged 55 to 64 years (ILO definition) has thus increased by 71 % over the period (versus 27 % for people aged 15 to 54).

Moreover, once they are unemployed, older workers have more difficulties in getting out of it. They are more exposed to long-term unemployment. Thus, 53 % of ILO unemployed people aged 50 and older are looking for a job for 1 year or more, versus 43 % for those aged 25 to 49. Similarly, 78 % of people aged 55 to 64 declaring themselves unemployed in 2009 reported being still unemployed after 1 year (versus 61 % of people aged 30 to 49), 9 % found a job again (versus 34 % of people aged 30 to 49) and 9 % retired.

These observations are found when registering at Pôle emploi. In December 2011, 827 000 older jobseekers were registered on Pôle emploi's lists in the category ABC, that is to say 19.2 % of the total. Among them, 447 500 have been jobseekers for more than a year. Their number increased by 63 % since late 2008 and their proportion among long-term unemployed people increased by 3.7 percentage points from 23.8 % to 27.5 %.

c) Older workers' employment

Once the effect of demographic structure is taken into account, the employment rate for people aged 55 to 64 has increased by 7.1 percentage points between 2003 and 2010.

Since 2003, the employment rate has been steadily increasing and more significantly since 2008. In 2010, the employment rate for people aged 55 to 64 stands at 39.7 %². This increase affects both men and women and has somewhat accelerated since 2008 despite the economic crisis.

The employment rate for women aged 55 to 64 is very close to the European average (38 % versus 39 %). On the other hand, the differential remains very pronounced for men: in France, the employment rate for men aged 55 to 64 is 42 % (instead of 56 % in the EU15 and 55 % in the EU-27).

1.2. What are the main challenges facing PES in working with older workers and which groups among older workers are the most difficult to support?

The challenges faced by Pôle emploi concerning older workers looking for a job are:

- **to overcome employers' reticence** regarding the employment of older workers. Indeed, companies tend to prefer to recruit people under 50 to the detriment of older workers, especially those who have reached or passed the age of 55. It is therefore necessary for Pôle emploi, without embarking on an action of 'positive discrimination', to promote older workers' applications to employers and mobilise, if need be, specific systems such as trade or non-trade 'assisted contracts', that, because of subsidies that are attached, enable labour costs to be reduced.
- **to orientate and re-orientate applicants** who can no longer do the job they previously held, for health reasons or because there are no more job opportunities for this job. Issues of vocational guidance and professional retraining for older workers are particularly predominant, especially for older workers who are victims of redundancy or are low-skilled and that have often experienced strong job stability during the previous years. Reinforced support for jobseekers implemented by Pôle emploi or entrusted to private operators principally aim to meet these needs; in the same way, the development of Pôle emploi's vocational guidance service offer is an important action lever.
- **to mobilise the various training systems** for people who must retrain. This training is mobilised by Pôle emploi using its own available resources, but also using the funding provided by social partners (Collector Joint Organisations accredited under the vocational training) and Regional Councils.

² This is the 'underlying' employment rate defined the same way as for occupation rates (see footnote on previous page).

- **to support the applicant's mobilisation and motivation**, as expectations concerning the return to employment are often negative and lead the older worker to poorly invest in job searching. Reinforced support implemented by Pôle emploi or entrusted to private operators aim to meet these needs.

2. SERVICES FOR OLDER WORKERS: OVERALL STRATEGY AND APPROACH

2.1. What is the main strategic approach of the PES in dealing with the issue of demographic change and unemployment among older workers?

Since 2003, France has undertaken a concerted policy in order to meet the employment challenge of older workers (see box below). Many of the actions aim to change the attitudes of employers and workers in order to ensure an increase in occupation and employment rates for older workers beyond 55.

Pôle emploi is participating in this public policy through its action towards jobseekers and employers.

Anyone aged 50 or more is considered as an older jobseeker by Pôle emploi. In order to encourage older workers to remain in the labour market and increase the lasting employment rate, several types of actions are carried out. They are:

- **to assist older jobseekers**, mobilising the Pôle emploi's entire service offer, aids and existing measures. In this respect, it should be specified that Pôle emploi has chosen to deploy a customised service offer, mobilised according to jobseekers' needs, notably older workers' needs, but there are very few levers of action which are specifically designed for the older audience.
- **to act with companies**: implement awareness actions for companies in job retention and access for older workers, analyse their expectations for skills, and anticipate their recruitment needs. Again, Pôle emploi does not develop specific action for older workers but takes into account the problems of older workers' employment according to the recruitment context of client companies. Through contacts established by Pôle emploi with recruiters as part of the collection of job offers, of applicants pre-selection and recruitment support systems such as the 'Recruitment Method by Simulation,' Pôle emploi is in dialogue with employers and is at least indirectly influencing the recruitment behaviour and terms of human resource management and the age pyramid.

The new tripartite agreement signed by the State, social partners and Pôle emploi, sets out Pôle emploi's guidelines for 2012-2014. It defines an individualised approach to jobseekers from a precise diagnosis of the situation regarding the

potential of local employment and his or her vocational aspirations. The age of the jobseeker is an important element to be considered during the diagnosis.

One of the 15 targets set by the agreement concerns the overall reduction of long-term unemployment and particularly for two categories: young and older workers.

Thus, for older workers, a performance indicator is set at Pôle emploi for the next 3 years: 'proportion of jobseekers aged 50 and over still on Pôle emploi's lists 12 months after their registration.' This indicator will have to go down in the next 3 years, from 47 % to 41 % in 2014.

A decade of policies to promote the employment of older workers (source: [Dares, 2010](#))

In 2001, the Stockholm European Council set the goal to reach in 2010 an employment rate of 50 % of people aged 55 to 64. In France, where this rate was 28.9 % in 2001, governments and social partners have taken, since the beginning of the decade, many measures to keep older workers in activity.

In 2003, in addition to the lengthening measures of the contribution period required for obtaining a full pension, the law reforming the pension system particularly had the goal to promote the employment of older workers. Among the measures were the restriction of early retirement with public funding, the implementation of the premium and changes brought to the phased retirement and the holding of job/retirement. The early retirement system, allowing the departure of employees who have had a long career, and the new conditions of the compulsory retirement, completed with flexible derogations, were also part of this reform without contributing to the increase of the older workers' rate.

In 2005, social partners launched an interprofessional national negotiation on the employment of older workers to promote their retention and return to work. This negotiation ended with an agreement on October 13, 2005 and was followed by the development of a **national plan for concerted action for the employment of older workers during the period 2006-2010**. This plan was intended to list the terms of the agreement, to accompany it and to extend it for what comes within the responsibility of the State. To this end, five key objectives have been defined to support employability and secure career paths of older workers, and fight against the factors that exclude them from employment. The first objective was to change the socio-cultural representations, notably by increasing companies' awareness of the management of ages, to the work access or retention of older workers. The second objective was to foster the work retention of older workers, including by generalising interviews of the second half of career and skills assessment and by developing new tools of vocational training for older workers (individual right to training 'DIF', Validation of Acquired Experience 'VAE' and professionalisation periods). This objective also included the development of the projected management agreements of jobs and skills, especially in small and medium companies. Finally, the plan emphasised the importance of limiting the use of early total terminations of activity, by bringing an end to agreements lowering the age of retirement without consultation. The third objective was to promote the return to employment for older workers, by rejecting age discrimination in recruitment and by progressively abolishing the contribution 'Delalande' that taxed the redundancy of older workers and thus could impede their hiring. The fourth objective concerned the adjustment of

the end of careers, by developing the practice of a system of guardianship within the company, by promoting phased retirement, by strengthening the incentive characteristic of the premium and by expanding the possibilities of combining work with retirement for low wages. Finally, the national plan for concerted action made it a fifth objective to ensure a tripartite monitoring during these actions.

Thereafter, particularly concerning the financing act of social security for 2008, the Government has implemented several measures in order to give concrete expression to the direction provided by the national plan for concerted action for the employment of older workers. Thus, the contribution 'Delalande' was abolished in an accelerated manner. Tax and social debiting for companies and compensations for retirement without consultation have been greatly increased. Finally, a strengthening of the support for older jobseekers has been undertaken by Pôle emploi.

In order to strengthen the employment of older workers, additional measures have also been taken under the financing acts and financing of social security for 2009. Retirements without consultation have been automatically deleted from 2009 and the conditions of eligibility to job search exemption have been progressively tightened, with a view to abolition by 2012. The premium has been increased from 3 % to 5% per year and the conditions for the accumulation of employment and retirement were relaxed (for employees over 60 eligible to a full-time retirement, for employees over 65). Finally, companies with 50 employees or more found themselves forced to sign before the beginning of 2010, companies or fields agreements for the employment of older workers.

2.2. Are there specific counsellors for older workers and/or specific employer counsellors to deal with the challenge of demographic change, and if so, what training do they receive?

The support of older workers is not undertaken by dedicated counsellors. However, specialised teams are in place within Pôle emploi and private operators are responsible for the enhanced support for redundant workers and jobseekers having vocational integration difficulties. As such, they can take targeted action for older workers. There is a local project to develop a specific training for counsellors in charge of a 'club senior'.

Similarly, the relationship with companies is not entrusted to specialised counsellors. Each Pôle emploi counsellor is likely to intervene with employers having for example, recruitment needs during which the profiles of experienced older workers could be selected.

2.3. What types of special measures does the PES offer to (unemployed and employed) older workers and how effective are they?

Type of measure	Offered? (yes/ no)	Brief operational description of measure	Year introduced	Year abolished	Effectiveness of measure (scale: 1 = not very effective, 5 = very effective)	Reasons for effectiveness or ineffectiveness
Legal regulations e.g. exemption from activation	No	Exemption from job search	1984	2012		
Benefits e.g. longer duration	Yes	<p><u>The duration of payment of the</u> unemployment benefit is up to 36 months for older workers (24 months for other groups).</p> <p><u>For older jobseekers that have not reached the minimum age to receive their retirement allowance,</u> but have totalised the sufficient quarters of contribution. A specific aid (AER until 2011, ATS since July 2011) exists. It is a conditional aid (a function of the total income of the familiar unit, less than EUR 1 600 for a single person, or EUR 2 300 EUR for a couple).</p> <p><u>Differential aid to reclassification:</u> Payment of the difference between unemployment benefits and the wage of the new job if the difference is more than 15 %. Available for jobseekers aged 50 and older and to long term unemployed jobseekers.</p>				
Subsidies e.g. wage subsidies, social	Yes	<u>Specific subsidies for the recruitment of an older</u>				

<p>contribution subsidies</p>		<p><u>worker (45+) with a professionalisation contract</u>³(bonus of EUR 2 000 for the employer and no social contribution on the part of the salary corresponding to minimal wage).</p> <p>Subsidies (wage and social contribution) for hiring targeted groups that are defined at the regional level (Contrat Unique d'Insertion). The duration of subsidies, limited at 2 years can be expanded to 5 years for seniors.</p>				<p>In 2010 seniors represented 19 % (in the non-trade sector) and 15 % (in the trade sector) of the beneficiaries of these contracts. Six months after this contract the ratio of employment was 43.7 % (non-trade-CAE) and 71.7 % (trade sector-CIE).</p>
<p>Other activities or measures e.g. training or coaching of placed older unemployed, upskilling of older employees, other preventative actions</p>		<p><u>Early treatment by Pôle emploi:</u> reception interview within the first month of registration (during the fourth month for other jobseekers).</p> <p><u>Specific actions:</u> job search workshops, assessments in the workplace, job search club, Recruitment Method by Simulation (in relation to skills, but without reference to the degree and experience).</p>				

³ A professionalisation contract alternates a period of work and a period of training leading to a formal qualification. The training is compulsory. The minimum duration is 6 months and the maximum 24 months. It is open to young people, jobseekers and to persons who receive social benefits.

3. PREVENTATIVE PES SERVICES AND MEASURES FOR OLDER WORKERS

3.1. Based on your experience (ideally backed up by performance measurement), what works best in relation to preventative measures?

3.1.1. What is the PES' role and which measures have been taken to raise awareness of the importance of recruiting/retaining older workers? What has been the impact of such measures?

Pôle emploi has a promoting role for the employment of older workers. Annual communications plans are implemented in order to promote age diversity: forums, events, companies/older workers' breakfasts, brochures.

In addition, Pôle emploi organises quarterly 'Human Resources' clubs at the national level with large companies' decision makers (who have good management practices of the age pyramid).

The Recruitment Method by Simulation (MRS) is a recruitment method based on skills that broadens the search for candidates by favouring the identification of capabilities needed for a job. For the implementation of this scheme, a partnership with the recruiting company is established in order to define its needs and identify the skills necessary for the job. This method is available for all target groups, including older workers.

3.1.2. Does the PES provide HR counselling to employers in relation to the demographic challenges facing them? If so, what is the nature of this service; is this provided in-house or externally; if in-house, is it provided by specialist counsellors? Which types of employers have been the target of such services and what has been the result?

Pôle emploi's intervention is more focused on the recruitment issue. There is no specific advice system for employers, apart from established relationships with recruiters at the time of the collection of offers, the short listing of applicants, and the monitoring of the recruitment. At the current time, when the lengthening of working life is inevitable, the improvement of recruitment and retention of people over 50 is a key issue for Pôle emploi.

3.1.3. What specific measures are available to help retain older workers and enhance their HR potential (e.g. in work training)? What has

been the take-up of such measures and their results on the long-term sustainability of older workers' employment?

The National Plan for Concerted Action for 2006-2010, for the employment of older workers (state and social partners), had various facets of action (see box in Section 2.1) in order to support employability and secure older workers' paths. To date, there is no complete assessment or report of this action plan.

Nevertheless, surveys (notably Dares, 2010) show that tools and practices of human resources management, taking into account the effects of aging, tend to spread within companies. The age pyramid becomes an increasingly frequent instrument; vocational training is more often mobilised; the consideration of work hardness is progressing; companies' agreements of jobs and skills projected management are becoming more numerous.

Pôle emploi is part of these perspectives and aims, through its action, to support 'good practices' of companies in terms of job retention and recruitment of older workers.

Among the actions implemented by Pôle emploi and affecting older workers, the relevance of 'job search clubs' which, through collective dynamics, facilitates job searching by older workers, should be noted.

3.1.4. Are there specific measures to support the retention of older workers in restructuring situations? What types of services are offered and how successful have these been?

There are no measures delivered by Pôle emploi specifically dedicated to supporting the retention of older workers in restructuring situations.

On the other hand, the 'national plan for concerted action' participates, by its various facets, to reduce the risk of unemployment for older workers.

In addition, the recourse to 'partial unemployment' may concern older workers.

3.1.5. Which partnerships with external organisations are in place and have proved to be effective and why?

Some regions have produced a guide for the key actors intervening in the fields of the projected management of jobs and skills, the support to

companies in favour of older workers and older jobseekers' return to employment.

Seventy-five organisations in Rhone-Alpes were mobilised to form this guide, acting together for the employment of older workers. Older workers weakened by the crisis are still too often the subject of real discrimination in employment, and improving the employment of older workers is a goal shared by all involved actors. This guide provides better visibility to the key actors and highlights the assets of each and their interest in working together while giving coherence to all the initiatives developed in the territory.

3.2. What do you see as the main challenges in relation to delivering preventative services for older workers, including the specific PES services offered, as well as aspects of the broader policy framework?

The Implementation of professional interviews in the second part of the career is an essential factor to anticipate and prevent any difficulties in the employability of older workers. These interviews, planned by social partners, are still far from being widespread in companies. An upcoming issue will focus on their systematisation.

Training instruments for employees also deserve greater use. The 'individual right to training' (DIF) is a significant lever of action that should be better mobilised by employees and employers. Professionalisation periods are also available for the employer who has not had the desired expansion and yet offers the opportunity to invest in the development of employees' skills throughout life.

Pôle emploi, with strong actions in favour of the return to employment of older workers, will contribute to reduce the risks associated with a prolonged remoteness from professional activity of older workers.

4. PES SERVICES AND MEASURES FOR UNEMPLOYED OLDER WORKERS

4.1. Based on your experience (ideally backed up by performance measurement), what works best in relation to measures and services for unemployed older workers?

4.1.1. In the context of the overall approach of PES services for unemployed older workers (individualised or targeted), what specific supports are available to this target group that have proved successful regarding outcomes?

Pôle emploi's role is to act with older jobseekers: define their vocational guidance, activate their job search, develop and enhance their skills and improve their job search techniques.

For this, a personal counsellor is established from the first month of unemployment of the older worker. This counsellor is not specialised in coaching older workers.

Several systems can be implemented:

- An enhanced support (1 counsellor for 50 jobseekers);
- Older workers' clubs (70): these are weekly meetings where older jobseekers participate in an intensive and united canvassing of companies. It is a place of active research and a kind of laboratory to weave networks;
- Skills assessments for six weeks, in individual interviews, bringing jobseekers to build their project to return to work, from the analysis of their transferable skills to new work situations;
- Validation of Acquired Experience (VAE) in order to recognise the professional experience of older workers and enhance their skills acquired during their various jobs;
- Vocational counselling and access to retraining. Pole emploi has developed a new set of services directed to vocational guidance and preparation before commencing specific training (workshop - 'identify your competencies', 'decide to be trained?', or more intensive 'construct your training pathway').

A grant to hire a jobseeker aged 45 or over in a professionalisation contract (contract alternating the presence in a company and training) has been established since 2011.

In order to support their decision to return to work, compensated older jobseekers can receive a differential when they are returning to a job which pays less than their unemployment benefit.

4.1.2. Are any Active Labour Market Policies (ALMP) measures specifically targeted at unemployed older workers and which ALMPs have proved most effective for older workers and why (key factors affecting their success/failure)?

Pôle emploi's role is to assist companies in recruiting older workers. For this, several services can be mobilised in order to stimulate the company to recruit an older worker:

- Assessment in the Workplace (EMT): enables the employer to check the skills and professional abilities of a jobseeker prior to recruitment by immersion of the jobseeker in a company. Duration: 120 hours;
- Mobilisation of the recruitment assistance systems in order to promote the hiring of older jobseekers, notably the professionalisation contract that allows the older worker to work in a company while undergoing training at the same time. The company then benefits from various financing and exemptions from charges;
- The support by the State of part of the remuneration of older workers working in a company (trade or non-trade sectors): it is the 'single integration contract';
- Training actions prior to recruitment (AFPR-POE) allow jobseekers, whose profiles are close to what the company is looking for, to acquire professional skills or expertise required by the job.

4.1.3. What are the best ways of encouraging employers to offer employment opportunities to older workers? And what is the relation of services to financial incentives/subsidies?

We do not have a sufficiently accurate and complete assessment of the effects and results of specific actions in favour of older workers implemented through the concerted national plan for older workers. It is, at this stage, not possible to organise the mobilised action tools into a hierarchy.

It seems however important to have a wide range of complementary means of action, of preventive or curative types, in order to act with both employers and older jobseekers.

4.1.4. Which partnerships are in place and have proved to be effective with external organisations and why?

Pôle emploi signs agreements with business fields and large companies that formalise commitments for the recruitment of older workers among other targeted groups. These commitments are implemented at regional level and results are followed for each agreement. At the end of 2011 there were 83 current agreements.

In addition, local partnerships can be established with associations connected with older workers' problems, notably in order to encourage alternative forms of work such as entrepreneurship, consulting, or umbrella companies. For example, in a specific region there is a very active network of different organisations 'ACTIF' dedicated to set, develop and promote actions directed to the employment and training of the senior.

4.2. What do you see as the main challenges in relation to delivering services and measures for unemployed older workers, including the specific PES services offered, as well as aspects of the broader policy framework?

The main challenge is to overcome the brakes and the representations of both jobseekers and companies.

Most older jobseekers have psychological barriers such as:

- Difficulties in overcoming the loss of previous employment and working conditions,
- Difficulties in recognising the value of the skills and abilities acquired during their working lives.

In order to overcome barriers, work to raise the awareness and the promotion of older workers to companies has to be increased. Barriers include:

- Strong reticence to recruit older workers,
- Companies still in favour of systems facilitating early retirement: the regulatory protection of employment may encourage early retirement,
- The difficulty of some companies to proactively manage their age pyramid,
- Conditions and workstations not adapted,
- A higher salary by 20 to 30 % compared to that of 30-39 year olds,
- Competition in the labour market with young graduates.

5. MONITORING AND EVALUATION

5.1. What systems are in place for performance measurement and evaluation for older workers / unemployed?

During the implementation of the older worker plan in 2008, an instrument panel has been established, listing various services offered (monitored benefits, connections to offers) and output indicators.

In 2012, at the request of Pôle emploi's committee on evaluation, an assessment will be made on services and action plans implemented to fight against long-term unemployment. In this context, the older workers' audience will be focused on specifically.

5.2. What are the main indicators used in evaluating the effectiveness and efficiency of services and measures for older workers?

Among the 15 performance indicators set out in the tripartite agreement signed between the State, Pôle emploi and the Unédic, an indicator is enunciated for older workers.

The indicator 'proportion of jobseekers aged 50 and over still on Pôle emploi's lists 12 months after their registration.' This indicator will have to decrease in the next 3 years, from 47 % to 41 % in 2014.

5.3. What have been the main evaluation results in recent years?

Pôle emploi has not yet conducted an evaluation concerning this audience.

The Ministry of Labour conducted two surveys in companies about their management of employees aged 50 and over (2001 and 2008). They show that in an aging population context, management tools of human resources tend to spread (use of the age pyramid, negotiation of agreements on the employment of older workers, mobilisation of training systems).

5.4. Have these results led to any changes or are changes being considered in the organisation and delivery of services to improve the labour market situation of older workers?

It is still too early to answer this question.

6 CONCLUSIONS

6.1. What do you see as the main challenges in relation to delivering effective services to (unemployed) older workers?

In consistency with the overall objective of personalisation of Pôle emploi's services, we have to take into account the different situations of older workers: depending on qualifications and skills, on sectors of activity and conditions of the labour market, and on the health condition of the person, the actions to take may be different.

6.2. What are your conclusions on what works best in relation to the delivery of effective services for (unemployed) older workers?

It seems very important to have a wide range of services (vocational counselling, support, training, employment subsidies) in order to meet the needs of older workers and employers. Local partnership is useful to promote specific activities.

6.3. 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)
PES services for older workers: overall strategy and approach	5	<i>Do PES have a focused approach to this audience? If yes, what is it? If not, why?</i>
Preventative PES services and measures for older workers	4	<i>What is the nature of PES concerning the retention in employment? Are these interventions targeting certain types of companies?</i>
PES services and measures for unemployed older workers	5	<i>What are the good practices in terms of services or specific measures for older workers?</i>
Monitoring and evaluation	4	<i>Are there specific indicators on this audience and what are they about? What assessments have been made on interventions concerning unemployed older workers?</i>

ANNEX

Description of effective/proven practice

Title
Jobseekers' Club for older workers
Introduction
<p>The Jobseekers' Club is a service of reinforced support provided by Pôle emploi in a group setting that is in line with the accompanied research path for a jobseeker. There are 70 clubs in total.</p> <p>The objective is to enable participants to access to sustainable employment, relying on a method based on the intensive and united canvassing of companies.</p>
Main description
<p>The Jobseekers' Club offers each participant the opportunity to:</p> <ul style="list-style-type: none">- Build a blurb based on his or her employment goals from identified strengths,- Prospect companies to seize employment opportunities,- To access appropriate methods and tools to access the hidden market (targeting, survey approaches in companies about careers and recruitment methods, phone, CV, job interviews, etc.),- To develop his or her network of personal and professional relationships and use collective resources to progress in each of these steps,- To target companies in line with his or her profile and the job market,- To broaden his or her employment target. <p>The clubs have a duration of 3 months and function with an average of 10 participants. It requires an available local office with access to documentation, phones and computers. There are weekly meetings.</p> <p>Sometimes these clubs are dedicated to very qualified jobseekers ('cadres') or to the opposite - less qualified ones.</p>
Main results and success factors
<p>There is strong local evidence of success in term of bringing dynamism to the participants, being more confident and opening the possibilities of various kinds of employment (partial time, interim). The results in terms of employment seem encouraging, however we do not have consolidated data on this point.</p>