



MANAGING THE PERFORMANCE OF  
PUBLIC EMPLOYMENT SERVICE (PES)  
AT THE LOCAL OFFICE AND REGIONAL  
BRANCH LEVEL

# AMS Balanced Scorecard (BSC)

Publication date: March 2016  
Updated: December 2019

## AUSTRIA

The BSC is a performance management tool that objectively compares PES organisational units against each other based on the key objectives of AMS's mission statement. The BSC is weighted to take account of key resource dimensions, including staffing and budgets, and different local situations. It helps to define targets and focal points for development for the local PES offices and, on a wider level, helps to implement the PES organisation's overall mission strategy.

Since the BSC was introduced in 2005, the performance has significantly improved for almost all local PES offices, along with the performance average of local offices. The gap between the best and worst-performing PES offices has also reduced. The indicators that have seen the most improvement are customer satisfaction and reaching labour market goals.

The BSC is a complex system but it is transparent, as the results are published internally, and the approach is accepted by all staff.

Name of the PES	AMS Österreich (Austrian Employment Service)
When was the practice implemented?	2005–ongoing.
Which organisation was involved in its implementation?	The AMS Board of Directors determines the key components of the BSC. The regional branches and local PES offices are involved in the implementation.
Which groups were targeted by the practice?	Managers in 100 regional branches and local PES offices.
What were the practice's main objectives?	The BSC is a performance management tool that objectively compares local offices against each other based on the key objectives of AMS's mission statement. It is a broad tool that covers many aspects of PES performance including customer satisfaction, internal processes and staff job satisfaction. The tool is also weighted so that it takes account of different staffing and financial resources and local situations. Each office's overall performance is given a single value and the wider results highlight the office's strengths and weaknesses. These results are subsequently used to define targets and areas for development in each local office. These are agreed in a 3-year management agreement.
What activities were carried out?	<p>Benchmarking is carried out by measuring the performance of the 100 regional branches. These branches are divided into six labour market clusters. The benchmarking methodology grew over the years, the latest development concerns performance assumptions for each local office.</p> <p>Regional branches have responsibility for local offices, including setting targets. They exercise this responsibility by monitoring the local offices using the BSC. They use the results to agree which areas need to be improved.</p> <p>The BSC has 25 indicators, covering impact, quality and outputs. This includes indicators on the outflow of unemployed people into jobs within six months, jobseeker satisfaction with active labour market policy measures, employer satisfaction, utilisation of e-services, AMS employee job satisfaction, and the AMS call centres' performance and satisfaction rates.</p> <p>The BSC indicators are reviewed once a year and re-defined if necessary.</p>

<p>What resources and other relevant organisational aspects were involved?</p>	<p>The BSC results are freely available to all AMS employees via the data warehouse. The results of the BSC are the basis for annual bonuses of AMS employees. Concrete agreements are in place between the AMS Board of Directors and the management of each local office, to make sure that any actions are taken on board.</p>
<p>What were the source(s) of funding?</p>	<p>National funding – from AMS's central IT budget.</p>
<p>What were the outputs of the practice: people reached and products?</p>	<p>Products: A range of tools have been created to help improve performance, including internal action plans, good practice exchanges and the establishment of supervisory boards.</p>
<p>What outcomes have been identified?</p>	<p>Since the BSC was introduced in 2005, the performance of almost all local offices has significantly improved, along with the average performance of the local offices. The gap between the best and worst performing PES offices has also reduced, although it currently (2018) stands at 96 % for the best and 59 % for the worst performing offices respectively. The indicators that have seen most improvement are customer satisfaction and reaching labour market goals.</p>
<p>What are the lessons learnt and success factors?</p>	<p>One successful aspect of the approach is the yearly award ceremony which brings together the best performing regional branches. Within each office, there is an internal competition to select which five staff will attend the ceremony and thereby represent their colleagues. This practice has recently been adopted by the German PES. The BSC system is a mixture of top-down and bottom-up processes as the senior management of regional branches offices have more power in the target-setting processes than the AMS Board of Directors. The 25 BSC indicators are discussed and set each year. In addition, the results of the BSC are linked to bonuses and to senior management appraisals. Each year, every senior manager is reviewed on their performance and the BSC results feed into this process. Due to the complexity of the system, it can be difficult for all PES staff to know how the system works in detail. However, the system is transparent, as the results are published internally. The approach is accepted by all staff and they are all aware of the BSC results.</p>



Contact details for further information

Name: FRIEHS, Ingeborg

Email: [ingeborg.friehs@ams.at](mailto:ingeborg.friehs@ams.at)