



PES NETWORK WORK PROGRAMME 2017



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The European Network of Public Employment Services was created following a Decision of the European Parliament and Council in June 2014 (DECISION No 573/2014/EU). Its objective is to reinforce PES capacity, effectiveness and efficiency. This activity has been developed within the work programme of the European PES Network. For further information: <http://ec.europa.eu/social/PESNetwork>.

This activity has received financial support from the European Union Programme for Employment and Social Innovation 'EaSI' (2014-2020). For further information please consult: <http://ec.europa.eu/social/easi>

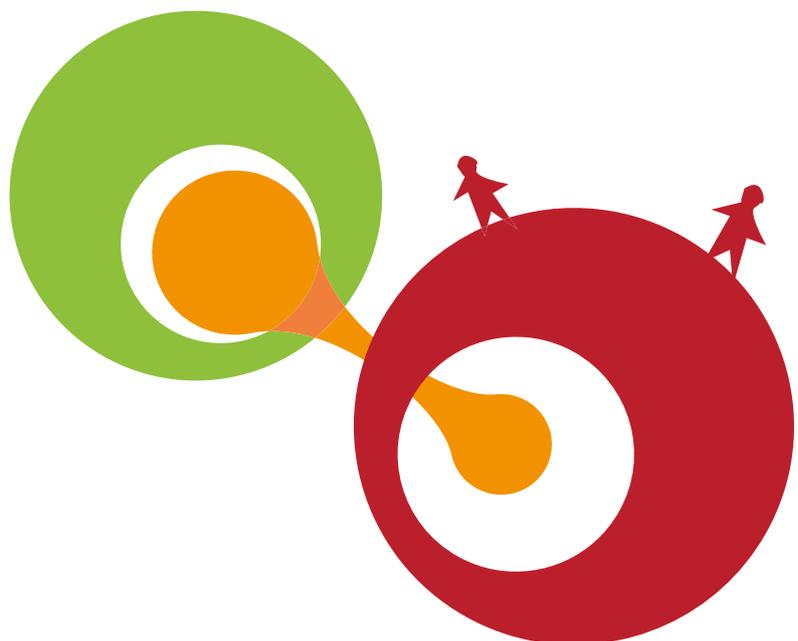
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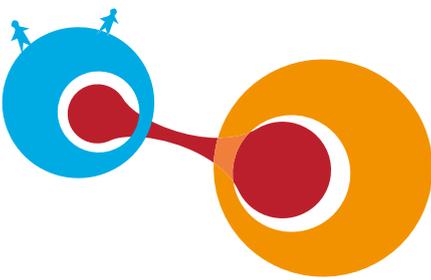
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PES NETWORK WORK PROGRAMME 2017

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1. PES Network Vision and Strategic Priorities

PES NETWORK MISSION

The core purpose of the PES Network is to promote modernisation of PES, assisting them in adapting their role and function contributing to implementation of the EU 2020 Strategy. It will achieve this through strengthening and encouraging co-operation between PES, thereby increasing their capacity to enhance labour market function, boost labour demand, increase labour supply and skills and facilitate matching between jobseekers and employers.

2. PES Network Vision

The aim and ambition of the PES Network is that, by 2020, all PES will be optimising their contribution to European Employment Strategy, improving labour market function and integration, through delivering quality customer focussed services to both jobseekers and employers⁽¹⁾, in particular:

- Acquiring a mandate as labour market conductors, facilitating the cooperation between labour market key actors
- Developing standards of excellence for Public Employment Services in the EU and mutual learning of the techniques to achieve them
- Matching jobseeker skills with employer needs
- Supporting geographic and occupational mobility to meet labour market needs
- Informing policy making processes with evidence from the ground
- Securing evidence based feedback on both, the success of employment policy implementation, and PES strategic management reform.

The current PES 2020 strategy paper elaborates the above. The PES Network has made a formal contribution to the consultation on the European Pillar of Social Rights⁽²⁾. This activity has presented an opportunity for the Network to consider how the current PES 2020 strategy might be adapted to ensure it remains fit for purpose as PES seek to meet the new challenges of a rapidly changing

labour market from 2020 and beyond. This revision will be presented to the PES Board in June 2017 in Malta.

3. PES Network Mandate

Articles 4 and 5 of the Decision establishing the PES Network provide it with an official mandate to foster realisation of the PES Network vision through:

- Contributing to modernising and strengthening PES in key areas, in line with the objectives of Europe 2020
- Developing and implementing Union-wide evidence based benchlearning to compare the performance of PES
- Providing mutual assistance through co-operation between members of the Network
- Initiating co-operation with relevant labour market stakeholders, including both public and private partners
- Preparing reports at the request of the European Parliament, the Council, the Commission, or on its own initiative
- Contributing to the implementation of relevant policy initiatives
- Adopting and implementing its annual work programme
- Promoting and sharing best practices on the identification of NEETs.

In addition, the Youth Guarantee (YG) Council Recommendation⁽³⁾ specifically calls on the PES Network to monitor YG implementation in its annual work programme. Similarly, the Council Recommendation on the integration of the long-term unemployed into the labour market⁽⁴⁾ calls on the PES Network to contribute to the monitoring of its implementation. The PES Network also provides support to the implementation of PES-related Country-specific Recommendations.

4. PES benchlearning

The core of PES Network activities is the development and implementation of a European-wide PES benchlearning system. Benchlearning is defined in

1 See Legal Text of Decision No 573/2014/EU on enhanced co-operation between Public Employment Services.

2 <http://ec.europa.eu/social/BlobServlet?docId=16870&langId=en>

3 [http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:32013H0426\(01\):EN:NOT](http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:32013H0426(01):EN:NOT)

4 <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32016H0220%2801%29&qid=1456753373365>

the PES Network Decision as the ‘process of creating a systematic and integrated link between benchmarking and mutual learning activities that consists of identifying good performances through indicator-based benchmarking systems [...] and of using findings for tangible and evidence-informed mutual learning activities, including good or best practice models’.

Benchlearning is built on five pillars:

- Quantitative assessment of PES performance against quantitative indicators through the collection, validation and analysis of PES data
- Qualitative assessment of PES performance against performance enablers (or drivers) through self-assessment followed by a peer/ Commission/external expert assessment via a site visit (see below)
- Systematic identification of good practices⁽⁵⁾
- A mutual learning programme⁽⁶⁾, which builds upon the results identified above, and which supports increase in PES performance by focusing on identified strengths and weaknesses
- PES follow-up of the benchlearning assessment in defining and driving their reform agendas.

Benchlearning is funded through the European Union Programme for Employment and Social Innovation ‘EaSI’ (2014-2020): <http://ec.europa.eu/social/easi>.

5. Priorities of the 2017 Work Programme

Benchmarking

The constituent elements of PES benchmarking, quantitative and qualitative assessment, will largely remain unchanged in 2017. The sequencing of events will also be maintained: yearly data collection, bi-annual site visits involving self- and external assessment.

The second cycle of site visits will be organised around the 7 performance enablers identified in

the PES Network Decision⁽⁷⁾, with the addition of an 8th enabler on the Identification and implementation of a reform agenda. The site visits may also be more oriented towards those performance enablers identified as a priority for change in the change reports which PES developed following the first site visit.

The new approach will be piloted during the first two assessments of 2017. There may therefore be some changes to the approach following the assessment of the pilot.

Identification of 2017 Mutual Learning activities

Mutual learning activities aim to strengthen PES performance and modernisation by building upon the benchlearning results. 2016 marked the completion of the first cycle of benchlearning. Therefore, for the first time, in 2017, PES mutual learning activities have been proposed based on the evidence base of the 30 Benchlearning Site Visit reports.

The process for developing the 2017 mutual learning programme began with an assessment of the most prevalent PES Learning Needs (LNA) based on an analysis of the 30 Benchlearning Site Visit reports. In addition, the LNA summarised to what extent those learning needs have been addressed in previous PES mutual learning activity.

Feedback received from the Advisers for European PES Affairs (AFEPAs) on the LNA fully endorsed the new methodology and provided further suggestions. This feedback, along with feedback from the Heads of PES September 2016 Copenhagen meeting and other suggestions collected through learning activities in 2015/16, led to the proposal of a shortlist of 2017 mutual learning activities, which was unanimously endorsed by the AFEPAs at their meeting on 21 October 2016. This shortlist is incorporated into the Work Programme below.

Following the adoption of this systematic approach, the 2017 MLP has been prepared to reflect key strategic and operational themes of especial relevance to PES, thereby assisting their modernisation

5 <http://ec.europa.eu/social/PESpractices>

6 <http://ec.europa.eu/social/PESknowledgecentre>

7 1.Strategic performance management; 2.Design of operational processes such as effective channelling and profiling of jobseekers and tailored use of active labour market instruments; 3.Sustainable activation and management of transitions; 4.Relations to employers; 5.Evidence-based design and implementation of PES services; 6.Effective management of partnerships with stakeholders; 7.Allocation of PES resources.



programmes. As such, topics have been selected from the full range of benchlearning qualitative performance enablers. The events address macro-organisational issues including leadership and cultural change, and specific practitioner issues including career guidance. Individual learning events will therefore enable participation from staff at differ-

ent levels within PES both with senior steering, and operational delivery functions.

The work programme presented herewith will remain a living document, which can be adjusted according to changing priorities of the Board or a changing situation on the European labour market

Work programme axis: Benchmarking

ACTIVITY	INPUT	OUTPUT AND OUTCOME	DATE
Collection of quantitative data	All PES provide data on-line according to indicators and methodology developed.	Complete set of data for each indicator has been submitted. All indicators can be calculated.	15 th May 2017
Site visits	Initial site visits to pilot the adapted methodology. Austria, Belgium, Bulgaria, Croatia, Czech Republic, Denmark, France, Hungary, Ireland, Italy, Latvia, Lithuania, Portugal, Slovakia, Slovenia to receive PES site visit, prepare self-assessment, etc. New assessors for new cycle to be appointed.	Qualitative assessment of PES is conducted	1 st round of Benchlearning visits completed by mid-December 2017.
Benchlearning working group	All PES participate in the meeting.	Two WG a year, coordinating the programme of PES peer review visits, refining data collation/definition to support assessment of benchmarks, support definition of PES learning concepts.	1 st meeting, 30 th March 2017 2 nd meeting, 14 th -15 th November 2017
Benchlearning – Change Reports	PES deliver their change report one year after the BL report is finalised.	PES change reports feed into PES learning activities.	2017

Work programme axis: PES Mutual learning

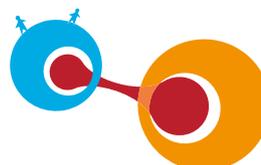
ACTIVITY	INPUT	OUTCOME	DATE
Thematic review workshop Engaging with and improving services to employers	PES to participate in the seminar with experts with relevant profile and present good practices.	a. PES experts exchange on and learn new strategies and practices. b. Analytical paper including good practice fiches. c. Organisation of follow-up visits.	13 th -14 th June 2017
European Employers Day	To be determined by the Working Group: 'Working with Employers'.	PES to improve relations with employers.	November 2017



ACTIVITY	INPUT	OUTCOME	DATE
Working Group: Working with Employers	Chair of the Working Group: Spain. PES Nominations for Working Group members.	PES exchange to improve their approaches and techniques to improve their employer engagement strategies. Specify the PES Network role in organising a European Employers Day, and PES representation at the VET Skills Week in November 2017.	21 st February 2017 and 12 th July 2017
Working Group: The Social Pillar	Chair of the Working Group: Ireland. PES nominations for Working Group members.	PES exchange to 'future proof' the PES 2020 Strategy against key items identified in preparing the PES Network contribution to the consultation on the Social Pillar.	3 rd March 2017
Working Group: Long-term unemployed	Chair of the Working Group: Poland. PES nominations for Working Group members.	PES exchange on practices, strategies and techniques to improve the integration of the long term unemployed.	21 st April 2017
Working Group: Piloting and evaluation	Chair of the Working Group: Denmark. PES nominations for Working Group members.	PES exchange on practices, methodologies, dissemination approaches and contextual settings in undertaking piloting and evaluation activities.	19 th June 2017 and 10 th November 2017 + event to share practices with European PES in January 2018 to be discussed
Working Group: PES cooperation with the Education System	Co-chairs of the Working Group: Austria and Germany. PES nominations for Working Group members.	PES to exchange to draft a common PES Network Position paper (TBC) on PES cooperation with the education sector, and provide recommendations to support the implementation of the Youth Guarantee.	October 2017 (TBC) and November 2017 (TBC)
Network conference: Making the PES business case	All PES to participate in the conference and present good practices. COM to support the process through external contractors.	PES experts/strategic managers exchange on and learn new strategies and practices	17 th January 2017 (postponed from 2016 Work Programme)
Toolkit and two webinars: Career guidance and lifelong learning	PES to provide practices and expertise. COM to prepare the toolkit and the webinars through external contractors. Webinars on the subjects of collaboration with employers and assessment of jobseekers	Toolkit and support PES in strengthening their activation activities	September 2017 4 th quarter 2017
Toolkit: Communication and Branding Strategies in PES	PES to provide practices and expertise. COM to prepare the toolkit through external contractors.	Toolkit and support PES in strengthening their activation activities.	October 2017 (TBC)



ACTIVITY	INPUT	OUTCOME	DATE
Toolkit: Engaging with and improving services to employers	PES to provide practices and expertise. COM to prepare the toolkit through external contractors.	Toolkit and support PES in strengthening their activation activities	October 2017
Analytical paper with presentation at AFEPA meeting Developing a multi-channel strategy including blended management services	PES to provide examples of good practices.	a. Analytical papers containing strategies and good practices b. Presentation at AFEPA meeting	October 2017 (TBC)
Analytical paper with presentation at AFEPA meeting Performance, accountability and links with Benchlearning	PES to provide examples of good practices.	a. Analytical papers containing strategies and good practices b. Presentation at AFEPA meeting	November 2017 (TBC)
Discussion at Board on strategic partnerships	Contributions from Board members and key stakeholders.	Sharing of knowledge and strategies.	Board meetings
Network seminar: Career and lifelong guidance	PES to participate in the seminar and present good practices.	a. PES exchange on and learn new strategies and practices b. Analytical paper including good practice fiches c. Toolkit + webinars to support PES in implementation d. Small or medium scale study	28 th -29 th June 2017
Thematic review workshop and follow-up visit: Integration of refugees into the labour market	PES to participate to the seminar with experts with relevant profile and present good practices.	a. PES experts exchange on and learn new strategies and practices b. Analytical paper including good practice fiches c. Organisation of follow-up visits or seminar	27 th -28 th April 2017 and 29 th September 2017
Network seminar (working dinner) on Leadership	Contribution from Board members on the implementation of an ambitious reform agenda.	Sharing of knowledge and experience.	6 th December 2017
Technical assistance to 3 PES with PES-related CSRs	Technical assistance visit by team led by COM with PES experts to support the implementation of PES-related CSRs. Request to be submitted to the Secretariat by a PES with a PES-related CSR.	Three PES to formulate a PES reform package in response to the CSR.	15 th -16 th May 2017 and 26 th July 2017 (CY) 12 th -14 th September 2017 and 13 th -15 th November 2017 (TBC) (RO) + follow-up January 2018 October 2017 (TBC) (IT)



ACTIVITY	INPUT	OUTCOME	DATE
PES capacity survey 2017	All PES to provide response within deadline.	<ul style="list-style-type: none"> a. Updated PES/country fiche to become input for PES site visits and input to PES knowledge base. b. Information on obligatory PES Network YG monitoring. c. Information on PES network monitoring of LTU recommendation, in cooperation with EMCO indicators group, if decided and adopted. 	2 nd -3 rd quarter 2017
Draft future Work Programme	Bottom up approach: Reference Group of 5 PES invited to cooperate with PES Secretariat	Draft Work Programme 2018, presentation at AFEPA meeting	2 nd and 3 rd quarter 2017
Study on 'PES support to start-ups'	PES to provide qualitative information	Lessons learnt from PES experience on effectiveness of and requirements or well-designed start-up support measures	3 rd quarter 2017
Study on 'Labour shortages and surpluses 2017'	PES to provide data on Bottleneck Vacancies and surpluses.	Updated information to identify occupations for which there is an imbalance between demand and supply.	4 th quarter 2017
Study on 'Active support and employment promotion'	PES to provide qualitative information	Updated information on timely and tailor-made jobseeker support (practices, methodology to measure)	4 th quarter 2017
Study on 'Employment sustainability after registered unemployment'	PES to provide qualitative information	Information on how PES can measure employment sustainability and use this data	4 th quarter 2017
Study on 'Mandates and complementarity of efforts to reach out to the inactive'	PES to provide qualitative information	Mapping of existing measures and responsibilities	4 th quarter 2017
Study on 'How PES address atypical workers'	PES to provide qualitative information	Information on PES practices to support those in atypical employment	4 th quarter 2017

Work programme axis: PES Network Governance

ACTIVITY	INPUT	OUTPUT AND OUTCOME	DATE
2 PES Network Board meetings (MT, EE)	All Board members and/or alternate members to participate. The PES of the second vice- President and the Secretariat to organise the meetings.	a. Discussion on PES modernisation agenda and other relevant topics b. Endorsement of documents and reports including the 2017 PES Network Annual Report and the 2018 Work Programme	8 th -9 th June 2017 (MT) 7 th -8 th December 2017 (EE)
2 AFEPA meetings	All AFEPA's to participate and contribute in the Network's activities. The Secretariat to organise the meetings.	a. Discussion and preparation of relevant documents for the Board b. Exchange and monitoring on work programme implementation etc.	16 th -17 th March 2017 12 th -13 th October 2017

