Employment and Social Affairs Platform

Benchlearning

Employment and Social Affairs Platform (ESAP)

Overall objective: Strengthen regional cooperation and institutional capacities of national administrations, enabling them to develop and effectively implement labour market and social policy reforms in their EU enlargement process.

Specific objective: Enhance capacities of relevant administrations for improved policy outcomes and policy reviews related to the prioritized employment, human capital and social policies.

Proposed agenda for the breakout group

10'	Introduction to the breakout session	Nand Shani	Proposed benchlearning process
60'	Presentation of national perspectives	PES representatives	Presentation of quantitative indicators
50'	Discussion	All participants	Feedback on the proposed process
10'	Summary of discussions and conclusions	Nand Shani	Agree on topics and next steps

Objective for peer reviews

- Improve organizational development and increase performance

- Link benchmarking with mutual learning

1. Quantitative benchmarking

1.1 Agreement on the set of quantitative data to be collected for the analysis

- Indicators proposed in the methodological note
  - Transition rate from unemployment to employment
  - Speed of transition
  - PES market share in hirings
- Other relevant indicators proposed by the beneficiaries

1. Quantitative benchmarking (cont.)

1.2. Coordination of the collection of data with a time series starting in 2010, while benefiting from external technical and methodological advice and clarification

1.3. The development of a methodology and the preparation of a thorough analysis and validation of data in order to generate context-adjusted valid performance indicators, that are comparative over time and among PES offices.

1.4. Preparation of a comparative analytical report on WB PES performance

2. Qualitative Assessment

2.1. Develop an assessment framework for collecting PES data on performance enablers (comprehensive)

2.2. Self-assessment

2.3. 6 multilateral peer reviews that will take place over in each participating PES

2.4. External assessment report

PES performance enablers

- Strategic performance management
  - *Establishing the fundamentals of performance management by target-setting*
  - *Translation of targets into (key) performance indicators and measurement*
  - *Following up performance measurement*
  - *Making use of the results of performance management*

PES performance enablers (cont.)

- Design of operational processes
  - *Process definition and standardisation*
  - *Implementation of support structure*
  - *Quality management*
  - *Channel management and blended services*

PES performance enablers (cont.)

- Sustainable activation and management of transitions
    - *Holistic Profiling*
    - *Segmentation*
    - *Individual action plan and ALMP-measures*
    - *Early intervention to avoid unemployment, and implementation of Youth Guarantee*
    - *Early engagement to reduce the duration of unemployment*
    - *Implementation of service and activation strategy*

PES performance enablers (cont.)

- Relations with Employers
  - *Employer strategy and management*
  - *Specialised unit for employer services*
  - *Matching vacancies and jobseekers*

PES performance enablers (cont.)

- Evidence-based design and implementation of PES services

  - *Ex-ante and ex-post evaluation*

  - *Pilot projects*

  - *Communication of evaluation results*

  - *Management of change and innovation*

PES performance enablers (cont.)

- Management of partnerships and stakeholders
  - *Identification and structuring of relevant stakeholders*
  - *Partnership building*
  - *Management of partnerships with supervising authorities*
  - *Management of partnerships with social partners*
  - *Management of partnerships with service providers*
  - *Management of partnerships with institutions involved in the implementation of the Youth Guarantee*

PES performance enablers (cont.)

- **Allocation of PES Resources**
    - *Human Resource Management*
    - *Budget allocation and use*

3. Mutual learning activities and update

3.1. The good practices identified and agreed under the second activity above will constitute the potential topics of mutual learning events

3.2. Develop practitioner's guides or toolkits

3.3. A second round of data collection for quantitative benchmarking will take place, followed by an update of the context-adjusted valid performance outcomes and proposal for good practices.

3.4. Prepare an *updated comparative analytical report on WB PES performance*

Key actors

- **Host country team:** officials from the hosting institution

- **Peer review team,** composed of officials from peer countries, and external experts

- **ESAP project team**

- **European Commission and EU member peer institutions,** for guidance and sharing of experience

Timeline: Peer review programme planning

Regional Cooperation Council

Stage	Period	Actions
Preparation	March – June 2017	Collect quantitative indicators Prepare self assessment Agree on timeline for peer review visits
Peer review visits	Sep – Dec 2017	6 peer review visits take place
Peer review reports	Oct 2017 – Jan 2018	Draft the report Provide comments Finalize the report
Follow up actions	2018	Mutual learning events Guides/toolkits Update of exercise

Questions and discussion

1. Availability of proposed quantitative indicators and proposals for other relevant quantitative indicators to be included in the exercise?

2. Performance enablers – which are the priority ones for analysis? Start broad and narrow down.

3. Roles and responsibilities of different stakeholders for a successful benchlearning process.

4. Additional specific features you would consider important for a successful benchearning process that would help you with your everyday work.