



BUDAPEST
INTÉZET

QUALITATIVE BENCHMARKING AND TIMETABLE OF ACTIVITIES

Ágota Scharle

Belgrade

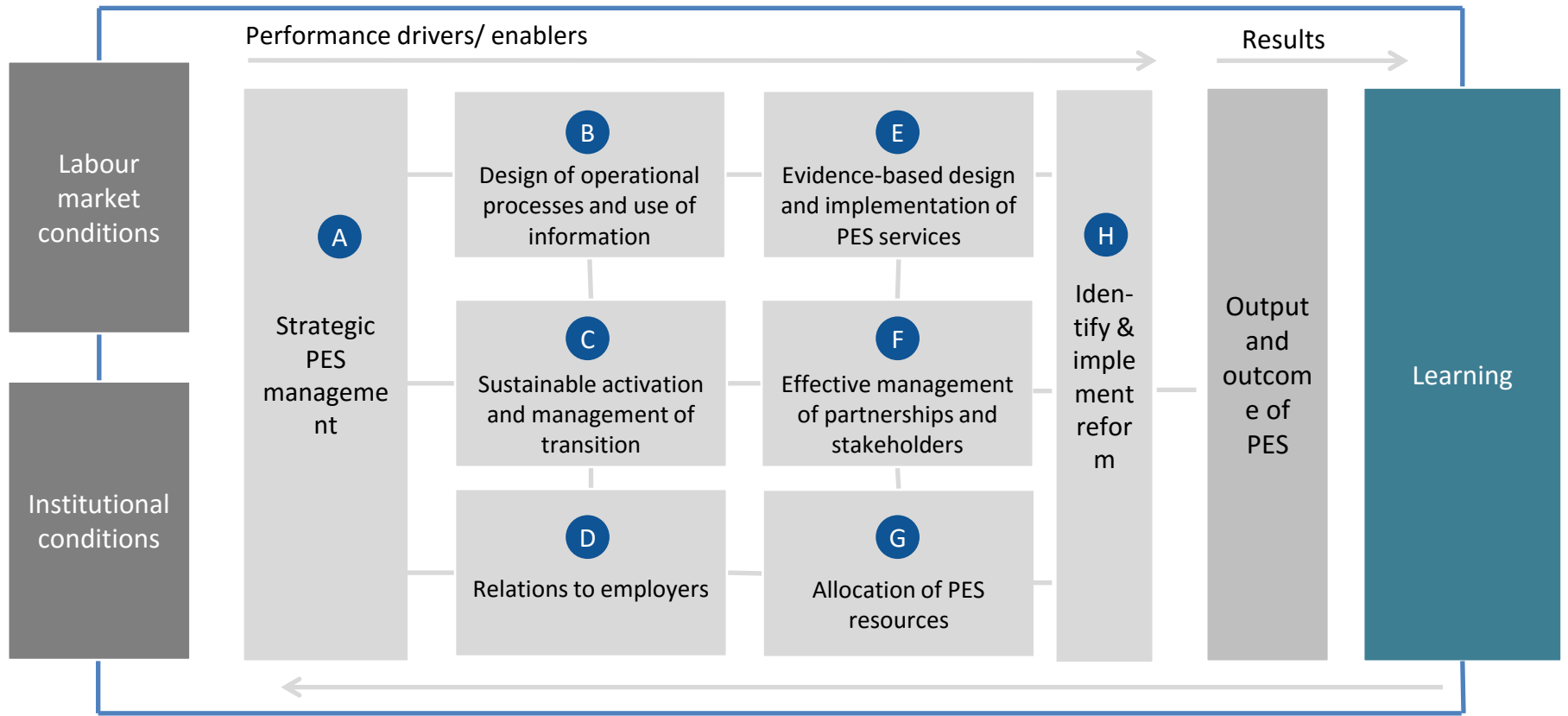
14 September 2017

A historical map of Budapest, Hungary, showing the city's layout with various districts and landmarks. The map is in a sepia tone and includes labels for places like 'Szechenyi tér', 'Palota legelő', and 'Angyalpöld'.

OUTLINE

- Aims and motivation
- Our team
- EU Benchlearning initiative
- How to apply it to Western Balkans
- Logic of the evaluation framework: enablers and PDCA
- Role of assessors
- Group work on how to use the assessment framework
- Group work on how to organise internal assessment

ASSESSMENT FRAMEWORK ON BENCHLEARNING



Integrated Benchlearning Concept based on EFQM-Excellence Model

POTENTIAL AND „TRUE” ENABLERS

- EU BL framework includes 29 enablers that
 - PES can influence
 - may have impact on PES performance, in theory
- in EU, 17 enablers have been found to have an impact on PES outcomes (reemployment rates), controlling for context

A historical map of Budapest, Hungary, showing the city's layout, including the Danube river and various districts. The map is partially visible at the top of the slide.

ENABLERS: 7 MAIN SECTIONS

Section A: Strategic performance management

Section B: Design of operational processes

Section C: Sustainable activation and management of transitions

Section D: Relations with employers

Section E: Evidence-based design and implementation of PES services

Section F: Management of partnerships and stakeholders

Section G: Allocation of PES resources

A historical map of Budapest, Hungary, showing the city's layout with various streets, buildings, and landmarks. The map is in a sepia tone and includes labels for various locations such as 'Szechenyi-telep', 'Palota legelő', and 'Víztorony'.

2-6 ENABLERS IN EACH SECTION

Section A: Strategic performance management

A1 – Establishing the fundamentals of performance management by target-setting

A2 – Translation of targets into (key) performance indicators and measurement

A3 – Following up performance measurement

A4 – Making use of the results of performance management

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ENABLERS: SECTION C AND D

Section C: Sustainable activation and management of transitions

C1 – Holistic profiling

C2 – Segmentation

C3 – Individual action plan and ALMP measures;

C4 – Early intervention to avoid unemployment, and implementation of Youth Guarantee

C5 – Early engagement to reduce the duration of unemployment

C6 – Implementation of service and activation strategy.

Section D: Relations with employers

D1 – Employer strategy and management

D2 – Specialised unit for employer services

D3 – Matching vacancies and jobseekers.

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ENABLERS: SECTION E


Section E: Evidence-based design and implementation of PES services

E1 – Ex-ante and ex-post evaluation

E2 – Pilot projects

E3 – Communication of evaluation results

E4 – Management of change and innovation.

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ENABLER A1: THE IDEAL

Performance enabler A1

Establishing the fundamentals of performance management by target-setting

Ideally a PES maximises the scope for action allowed by the broader institutional context in order to set ambitious targets in a process that is (i) not too complicated and time consuming, (ii) informed by systematic analyses of the labour market and (iii) involves regional/local units in a way that allows them to mutually agree the extent to which they can contribute to achieving national targets, given local economic and labour market circumstances. Additional targets can also be determined at local level to address local issues. However, there are mechanisms that avoid setting too many additional targets at the local level that can lead to confusion and a lack of focus. Targets are well communicated to all relevant levels of the organisation. Responsibilities for all these activities are clearly defined to ensure accountability.

ENABLER A1: ELEMENTS OF THE IDEAL

The basis for performance management: target-setting

- PES maximises the scope for action allowed by institutional context
- sets ambitious targets
- the process is
 - not too complicated / time consuming
 - informed by *systematic* analyses of the labour market
 - involves regional/local units so they can say how much they can contribute to achieving national targets, considering local conditions
- the local level can set additional targets to address local issues
- but there are mechanisms to prevent having too many additional targets
- targets are well communicated to all levels of the organisation.
- responsibilities for all these activities are clearly defined

ASSESSMENT TEMPLATE

Section		A. Strategic performance management						
Performance enabler		A1. Establishing the fundamentals of performance management by target-setting						
Description		Ideally a PES maximises the scope for action... accountability.						
the „ideal“								
I. Implementation								
Phase	Description	Hints to fill in Evidence level	No evidence or just some ideas 1	Some weak evidence, related to some areas 2	Some good evidence related to relevant areas 3	Strong evidence related to most areas 4	Very strong evidence related to all areas 5	Excellent evidence compared with other organisations, related to all areas 6
Plan	Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis.	mark the relevant column						
		Indicate sources	Description of situation in the host country for the „PLAN“ stage					
Do	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis.	mark the relevant column						
		Indicate sources						
Check	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis.	mark the relevant column						
		Indicate sources						
Act	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis.	mark the relevant column						
		Indicate sources						

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PDCA CYCLE

Enablers are described for each stage in the PDCA-cycle:

Plan: *How is planning/design done?* Is it based on the organisations'/clients' needs and expectations? Is it deployed throughout the relevant parts of the organisation, on a regular basis?

Do: *How are plans implemented?* Is execution managed through defined processes and responsibilities? Is it diffused throughout the relevant parts of the organisation, on a regular basis?

Check: *How is implementation monitored?* Are defined processes monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis?

Act: *How are (potential) adjustments organized?* Are corrective and improvement actions taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis?

ASSESSMENT TEMPLATE

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the „ideal”

Description of situation in the host country for the „PLAN” stage

Score for „ACT” stage”

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BM PROCESS FOR WESTERN BALKANS 1

Experts involved in BM at Host PES

Self-assessment:

Top management, senior experts to cover all enabler sections, representatives of all main levels and service areas of the PES down to frontline staff.

Coordinator of self-assessment: senior manager with experience and authority to influence PES management and processes

External assessment:

Peer assessor is senior expert with at least 7 years of experience in at least one of the enabler sections -> pool of assessors

BM PROCESS FOR WESTERN BALKANS 2

Other experts involved in BM

Assessor team on site visits:

2-3 peer PES assessors

2 external experts (1 lead assessor)

1-2 experts from RCC

General support and comparative report:

Team leader of external experts



Now to your questions!

GROUPWORK ARRANGEMENTS

Mykonos room

A1 in Albanian **Esmeralda**

A2 in Albanian /Serbian **Ardiana**

M1, S3

in Serbian /Macedonian **Hyrije and Nermin**

Apartment on 3rd floor (301) Sanda will show you

S1 S2 in Serbian **Dragan and Milika**

CONCLUDING NOTES

- Scores are useful but not the main point
- Aim is to reflect on what you do, what can be improved
- Involving all levels of the PES can generate common understanding of problems, motivation for improvement
 - ➔ basis for development projects
- Scoring will not be used to rank countries in comparative report, only for identifying
 - high achievers by enabler
 - influential enablers
 - problem areas for mutual learning
- Next steps
 - Nominate coordinator of internal assessment, give us feedback on time schedule
 - Finalise and send you the guidelines and template

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IF YOU HAVE QUESTIONS

Please do not hesitate to contact your country expert

Albania **Esmeralda Shehaj**

Bosnia and H. **Nermin Oruc**

Kosovo **Ardiana Ghasi**

Macedonia **Hyrije Alili**

Montenegro **Milika Mirkovic**

Serbia **Dragan Dukic**