The World of Public Employment Services

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The World of Public Employment Services

Challenges, capacity and outlook for public employment services in the new world of work

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Preface

The World of Public Employment Services provides a wide range of indicators for comparing operational and institutional characteristics of 73 Public Employment Services in 71 countries around the world.

This report was prepared jointly by the teams of the Labor Markets and Social Security Unit of the Inter-American Development Bank (IDB), the World Association of Public Employment Services (WAPES) and the Local Economic and Employment Development Programme of the Organization for Economic Co-operation and Development (LEED/OECD). The core team was composed of Dulce Baptista (IDB), Roberto Flores Lima (IDB), Francesca Froy (OECD), Miguel Peromingo (WAPES), Willem Pieterson (SOCIONA), Anna Rubin (OECD), and Holger Schütz (Infas).

Officials from Public Employment Services in all 71 countries provided active and valuable input to the report. The report has benefited from the commentary of many other national officials and colleagues, notably Carmen Pages-Serra, Verónica Alaimo, Laura Ripani, David Rosas, Norbert R. Schady, Carolina Gonzalez-Velosa and Maria Fernanda Prada from the IDB, Lenka Kint and Christine Malecka from WAPES, Sylvain Giguère and Michela Meghnagi from the OECD. We would like to acknowledge the support of the Knowledge and Learning Sector at the IDB, in particular from Elba Luna as well as from independent consultant Rich Hobbie throughout this process.

Chapter 1 on “Introduction: Today’s Labor Market and Employment Challenges” was written by Dulce Baptista, Roberto Flores Lima and Miguel Peromingo. Chapter 2 on “Institutional and Policy Variations in Public Employment Services Worldwide: Key Results from the 2011 WAPES and 2014 WAPES-IDB Surveys” was written by Holger Schuetz. Chapter 3 on “Getting Governance Right: Improving Outcomes through Better Local Implementation” was written by Anna Rubin and Francesca Froy, with statistical analysis by Michela Meghnagi. Chapter 4 on “Matching Skills for the Life Cycle: How Partnerships Can Help Public Employment Services Reduce Imbalances between Skill Supply and Demand” was written by Dulce Baptista, Roberto Flores Lima and Miguel Peromingo. Chapter 5 on “Delivering the Right Services to the Right People through the Right Channel” was written by Willem Pieterson. Chapter 6 entitled “Outlook” was written by Anna Rubin and Francesca Froy. The report contains a set of country profiles of participating public employment services. The information used to produce them came from the WAPES 2011 and the WAPES-IDB 2014 surveys. The set of country profiles was developed by Infas and Elba Contreras, IDB consultant, was responsible for the revision and final edition.

The report was edited by David Eirom. Carolina Panei was responsible for the graphic design.

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Acronyms and Abbreviations

AASEP	African Association of Public Employment Services
ADB	African Development Bank
AEC	ASEAN Economic Community
AHRM	Association of Hotels in the Riviera Maya
ALMP	Active Labour Market Policies
AMS	Danish National Labor Market Authority
ANAPEC	Agence Nationale de Promotion de l'Emploi et des Compétences
BA	Bundesagentur für Arbeit
CE	Studies Committee
CEDEFOP	European Centre for the Development of Vocational Training
DES	Australian Disability Employment Services
DTI	Danish Technological Institute
EC	European Commission
EPEM	Training Program for Employment
EPFRH	Productivity Human Resources Development Survey
ESF	European Social Fund
ETF	European Training Foundation
HOPES	European Network of the Heads of Public Employment Services
ICT	Information and Communications Technology
IDB	Inter-American Development Bank
IILS	International Institute for Labour Studies
ILO	International Labor Organization
INFAS	Institute for Applied Social Sciences
JSA	Job Services Australia
LEED	Local Economic and Employment Development
MCM	Multi-Channel Management
MOEL	Korean Ministry of Employment and Labor
MOOCS	Massive Open Online Courses
NGO	Not-for-Profit Organization
OECD	Organization for Economic Cooperation and Development
PES	Public Employment Services
PROEMPLEO	Program for Promotion of Employment

RED SEALC	Technical Support Network of Public Employment Services in Latin America and the Caribbean
SENA	Servicio Nacional de Aprendizaje da Colombia
SENAEH	National Employment Service of Honduras
SHRM	Society for Human Resource Management
SMEs	Small and Medium-Sized Enterprises
SWEG	Scandinavian Workshop on E-government
UNESCO	United Nations Educational, Scientific and Cultural Organization
VDAB	A Public Employment Service
WAPES	World Association of Public Employment Services
WEF	World Economic Forum
WIOA	Workforce Innovation and Opportunity Act
WZB	Social Science Research Centre

1

Introduction:
Today's Labor Market and Employment Challenges

1.1 Introduction

The world economy is growing at lower rates than those forecasted before the 2008 financial crisis, resulting in challenging labor market conditions worldwide. However, demand for new skills is thriving in many innovative industries, which requires great flexibility in building and developing skills. The working world today consists of more labor market transitions than ever. A worker will experience many changes throughout her or his career: when first entering the labor market, when reentering it after a period devoted to care of family, when moving from unemployment to employment, when transitioning from education and training to employment, or when moving between jobs or from one region or country to another (Pennel, 2013; OECD, 2014).

The global employment gap is thus still a component of today's labor markets, in part because in most emerging and developing countries underemployment and informal employment are expected to remain high over the next five years. Recent progress in alleviating poverty has slowed. Income inequalities have widened, delaying economic and job recovery worldwide. Those inequalities also undermine confidence in government, in particular in the Middle East, North Africa, East Asia, and Latin America and the Caribbean. Social unrest has increased since the global crisis, especially in those countries with stalled or declining incomes and high or rapidly rising youth unemployment (ILO, 2015). While the reasons for this turbulent picture go beyond labor markets, there is scope for addressing underlying vulnerabilities associated with the slow job recovery, especially high youth unemployment, long-term unemployment, and general withdrawal from labor markets. Indeed, in many countries public employment services have been established or upgraded to tackle the challenging labor market conditions faced by job-seekers, employers, and the most vulnerable populations. These organizations support participation and promote job quality and the updating of skills (ILO, 2009).

Public employment services generally plan and execute many of the active labor market polices used to help workers find jobs and firms fill vacancies, facilitate labor market adjustments, and cushion the impact of economic transitions. To carry out these tasks, the services usually perform five different functions:

(1) Job brokerage by publicly disseminating job vacancies to be filled in order to facilitate rapid matches between supply and demand.
(2) Provision of labor market information by collecting data on job vacancies and potential applicants.
(3) Market adjustment by implementing labor market policies aimed at adjusting labor demand and supply.
(4) Management of unemployment benefits by providing income support for unemployed persons, which includes both unemployment insurance (where benefits are financed by contribu-

tions), and unemployment assistance (where benefits are normally financed by taxation and delivery depends on the particular situation of the unemployed).

(5) Management of labor migration by coordinating the geographic mobility across borders of persons who want use and develop their skills in a new working environment. This last function has become an increasing part of the service portfolio in recent years, but is still addressed with some reluctance in labor market policies of countries worldwide.

The context in which these services have been established, notwithstanding, varies widely across countries and time. In Western Europe, Canada, and the United States, for example, national public employment services, and particularly unemployment insurance systems, were initiated in the early 1900s as part of the development of welfare state institutions (Larsen and Vesan, 2011; Thuy, Hansen, and Price, 2001; Mosley and Speckesser, 1997). In Latin America and the Caribbean, some public employment services track their origins to the post-World War II period, although most were created in the 1970s and 1980s in the context of state-directed import-substitution policies and the creation of state-based training systems, often without an orientation toward private sector demand (Mazza, 2013). In many African and Asian countries, any brokerage service between jobs and skills is a rather new development.

The roles, mandates, and functions of public employment services depend largely on the political, economic, social, and industrial context in which they operate. The way they perform the different functions is influenced by the current labor market challenges in the global and regional context.

1.2 Labor Market Challenges and Trends: What Are the Implications for Public Employment Services?

In order to have a good understanding of public employment services around the world, it is important to have a clear picture of what is happening in the labor markets in which they are operating. It is also relevant to determine how far public employment services need to go to make labor markets function more effectively for job seekers, employers, their countries, and the global economy. The sections below look at labor market challenges and trends faced by current public employment services.

Demographic Changes

Population trends have an important and underlying impact on the labor market. One important challenge over the next 30 years will be population aging. In advanced countries, population aging is already a reality, and many European economies are suffering the effects of a shrinking labor force in terms of skill shortages in many occupations and sectors of the economy. While most countries in Africa, Asia, and

Latin America and the Caribbean are experiencing very large increases in their labor force, the increase in the number of young people goes hand-in-hand with an increase in the number of older persons (World Bank, 2012). A well-functioning labor market will require public employment services to take a more active role in encouraging labor market participation among capable inactive people, and to place a greater focus on improving the employability and skills of individuals according to the different challenges they face at different ages.

Globalization

A globalized economy based on free trade and capital flows and rapid technological change has many implications for labor markets. Production tasks have been broken down so that they can be performed in different locations. Workers and firms increasingly connect via the Internet or mobile technology, expanding their access to much larger, even global, labor markets. Firms are increasingly building integrated value chains to tap into national skill pools around the world (Wold Bank, 2012). Global competition is driving rapid and ongoing restructuring processes, placing importance on ongoing businesses innovation and labor upskilling to improve productivity and competitiveness (ILO, 2015). Consequently, globalization implies an increasing and continuous need for reemployment and upskilling of workers who have been made redundant as a result of restructuring processes. It also implies changing recruitment needs for employers. Public employment services need to play a crucial and more active role in supporting restructuring processes of employers, supporting timely job-to-job transitions, and improving the employability of people seeking to change jobs and the unemployed.

Technological Changes

Technology, and information and communication technology in particular, has been developing at a very fast pace in recent years, producing significant changes in labor markets. The development of new technologies is producing a shift from primary and manufacturing sectors toward services and knowledge-intensive activities. Over the past several decades there has been a marked decline in industrial employment in advanced economies, and although there have been increases in employment in the manufacturing sector in emerging and developing economies, the long-term global trend is moving toward less employment in manufacturing as technology facilitates greater productivity improvements (World Bank, 2012). The shift toward a knowledge-based economy offers opportunities for development and advancement, but there is a risk that these opportunities will be taken up unequally. In many countries, new knowledge-based jobs coexist with large numbers of low-skilled and low-paid service jobs. Ongoing development of the skills and knowledge of the labor force are critical in the new kind of economy toward which the world is moving, and public employment services can serve as a critical gateway to life-long learning, and as such potentially be a key instrument to improve the opportunities available to the disadvantaged.

Labor Market Mismatches

In many countries high levels of unemployment coexist with high levels of unmet demand for labor in certain occupations, sectors, or regions. Labor market and skill mismatches limit countries' capacity to adapt to changing circumstances, and they slow productivity growth (ILO, 2014). Recent evidence indicates that skill

mismatches are increasing rather than diminishing. Firms in countries as diverse as Brazil, Panama, Pakistan, and Tanzania report that mismatched workforce skills constrain their production process (Manpower Group, 2014). In developing, emerging, and advanced economies, skill constraints are considered to be more acute now than in the first half of 2000s (World Bank, 2012). While imbalances such as over-qualification are prominent in advanced countries, under-qualification is an issue in low-income countries (WEF, 2014). Public employment services can be an important player in reducing skill mismatches by collaborating closely with other labor market stakeholders to continuously develop and improve the skills of the labor force.

Rising Income Inequality

One worrying trend has been the continued deepening of income inequality in most developing and developed countries, despite reductions in working poverty and vulnerable employment. The growing polarization between rich and poor worsened rapidly after the financial crisis in several advanced economies, and many of them now have income inequality levels similar to those in emerging economies. Estimates indicate that almost a quarter of total income in advanced economies went to the richest 10 percent of the population in 2011 (ILO, 2015). Other estimates show higher levels of concentration (Piketty, 2014). The rise in income inequality can be partially attributed to long-term stagnation in growth rates in advanced economies and to lower incidence of growth spurts among developing countries, which is reducing their potential to catch up. Worldwide, there is a call to halt and reverse the trend toward greater inequality, and public employment services can be an important instrument in efforts to improve the opportunities available to the disadvantaged.

In summary, the world in which public employment services operate has been changing dramatically, with major implications for these agencies. Rapid demographic, environmental, societal, and technological changes have profoundly altered labor demand and supply. Such changes are causing frequent, faster, and more complex labor market transitions between different jobs, occupations, sectors, and employment status. Labor market transitions offer new opportunities for skill development and improved employability for individuals, while also boosting productivity and the competitiveness of the global economy. However such transitions can also potentially lead to income loss, periods of unemployment, deskilling, and social exclusion. This new labor market context has important implications for public employment services worldwide because facilitating positive labor market transitions is essential to providing people with the security to accept and cope with the many labor market transitions they will face. Support needs to be available for these different transitions throughout people's lifetimes.

1.3 Evolution of Public Employment Services across the World

Demography, globalization, technology, labor market mismatches, and inequality pose significant challenges and opportunities for labor markets around the world. Public employment services can potentially play a central role in mediating these dynamics, as they are involved in the daily functioning of the labor market and in government interventions to address market failures. A strong and modern public employment service can

contribute to a virtuous cycle by helping individuals upgrade their skills and improve their employability, as well by increasing countries' productivity and competitiveness. However, within any initiative to strengthen and modernize public employment services, it is important to remember that each of these agencies operate in very different labor market contexts. The sections below look at the different labor market contexts in five world regions.

Africa

The sub-Saharan continent has recently had strong economic performance, with an annual average GDP growth rate of 6%. It has the highest global rate of labor force participation (70.9% in 2014), and the unemployment rate has been stable in recent years (7.7% in 2014), although youth unemployment is still high (11.8% in 2014) (ILO, 2015). Despite this generally strong economic performance, however, employment prospects in Africa are difficult. Growth of good jobs in wage employment is limited given the high rates of vulnerable employment in most countries. The chances of transitioning from informal to formal remain quite limited. The public sector, which at one time played an important role as an employer in many African countries, has been significantly downsized over the last two decades. The formal private sector is still too small to absorb the growing labor force (ADB, 2014).

The economic context is not the only factor contributing to the formidable challenges faced by public employment services in the region. Because of high youth and birth rates, the labor market continues to experience an influx of entries every year that is much higher than the number exiting, and that exceeds the absorptive capacity of the economy. This phenomenon can indeed be linked to the under-representation of salaried employment, the proportion of employment within the informal economy (between 60% and 90%, depending on the country and the criteria used to define informal economy), a poorly-qualified workforce with high levels of illiteracy, particularly in rural areas, inadequate professional training schemes, and the incompatibility of employment and training for the most highly-qualified people (Barbier, 2015).

In countries that have an employment service, coverage is often low and services do not reach local or rural areas. Since most public employment services lack key mechanisms to provide further support to customers, like benefit payment systems or a broad set of active labor market measures, their capacity to respond to client needs, especially among the most vulnerable, is limited. Nonetheless, socio-political intiatives like the Summit on Poverty Alleviation led by the African Union has placed ministerial departments in charge of employment into a key position to discuss and improve labor market policies to help the vulnerable.

The main concern of sub-Saharan public employment services at the moment is how to reap the demographic dividend and, regarding structural transformation, how to fill in the "missing middle" that involves labor moving from low-productivity activities in agriculture to slightly more productive but low-end service activities (ILO, 2015).

The Americas

After a decade of strong growth caused by tailwinds resulting from high commodity prices, now coming to

an end, GDP growth in Latin America and the Caribbean is gradually converging with the levels of advanced economies. The recent decline in economic growth is a result of low productivity growth stemming from a number of structural issues: labor force lacking skills required by the productive sector, high rates of informal employment, inadequate investments in infrastructure, and concentration of exports in commodities and agricultural products (IDB, 2013). As a consequence, the pace of recent progress in labor market and social areas has slowed. Unemployment levels have increased for the first time since 2009 and are expected to reach 6.8% in 2015. Despite important declines in youth unemployment in recent years, the rate among young persons is almost three times that of adults. Even with progress in the formalization of jobs, almost half of the population is informally employed (46.8%) (ILO, 2015). Job vacancies are frequently not posted or advertised openly, which particularly affects vulnerable and low-skilled workers, who usually look for jobs inefficiently through informal networks among their equally vulnerable (and under-employed) peers (Mazza, 2011). The region has made important progress in reducing poverty and inequality as a result of a combination of improvements in economic performance and significant and more progressive public transfers. However, these developments have also slowed recently, and given the more modest macroeconomic outlook for the region, further reducing poverty will be a major challenge.

The labor markets of the United States and Canada have been performing relatively well overall in the context of the global economic recovery. The United States has managed to lower its unemployment rate, but is still struggling to address persistent long-term unemployment and the gender gap in labor market participation and earnings. Career centers and local workforce agencies that deliver employment services face the pressures of dealing with youth not entering the job market as well as integrating the poor and disabled into the labor market, including facilitating access to skills training to increase their employability (G20, 2014).

Canada still has one of the highest employment rates among countries in the Organization for Economic Cooperation and Development (OECD), ranking fifth in 2014 (G20, 2014). Active labor market policies are focusing on both employers' needs for specific skills and job seekers' special requirements, particularly within target groups of women, immigrants, ethnic minorities, youth, and the elderly. Important ongoing challenges for Canadian public employment services, in spite of rather encouraging labor market conditions, are the difficulty of finding (highly) skilled workers while at the same time improving the representation of vulnerable groups in the labor force.

Asia and the Pacific Islands

Slower economic performance in China is affecting the region's growth prospects. In East Asia, the deceleration in economic growth has led to a slow but steady rise in unemployment (4.6% in 2014), in particular among youth, whose unemployment rate (10.5% in 2014) is more than double that of adults. The slowdown in population growth and resulting population aging could put downward pressure on GDP growth in the years ahead.

In Southeast Asia and the Pacific Islands, employment has been growing steadily, including for youth and

women, but the ongoing decline in the share of agricultural employment, along with increased economic integration resulting from the creation of the Association of Southeast Asian Nations (ASEAN) Economic Community (AEC), may prompt important institutional challenges. While the creation of a single market and production base is likely to boost trade and investment and accelerate structural change, the benefits of the AEC could be unevenly distributed, as the demand for labor may increase in some sectors and countries but not in others. Without strong social protection systems and employment services, redundant workers and young people without the right skills may face considerable challenges, halting further improvements in reducing poverty and inequality (ADB, 2014; ILO, 2105).

In South Asia, growth is recovering, but the challenge of jobless growth remains. The average annual growth rate of 6.1% over the past five years translated in an employment expansion of only 1.4%. Moreover, much of the employment growth that occurred was in vulnerable and informal employment (IILS, 2013). Most South Asia countries have still a low female participation in the labor force, often attributed to cultural norms as well as relatively lower levels of education among women. The region is still going through the process of structural transformation. Although the share of jobs in agriculture has been declining since 2008, the sector still accounted for nearly half of employment in 2014. The scarcity of quality opportunities for those leaving rural areas and for youth entering the labor force poses an important challenge for the region, which already struggles with youth unemployment rates four times higher than those of adults. Although the unemployment rate is relatively low (3.9% in 2014), the quality of the jobs is poor and half of the employed population lives on less than US$2 a day (ILO, 2015). Public employment services in the region range from full-fledged institutions with a governance strategy, integrated services, and outsource management to newly established basic services for the most vulnerable. Throughout the region, however, some of the basic functions of public employment services—such as unemployment benefits, the management of active labor market programs, and the provision of labor migration services—are underdeveloped.

Europe

The European Union as a whole is growing at a modest pace (1.3% in the second quarter of 2014 among the EU-28). In the euro area, the recovery remains fragile, with large euro area countries driving the slowdown. Fiscal consolidation policies have further curbed internal demand, often without counterbalancing growth in exports. Overall unemployment has been falling gradually, reaching 9% in the second quarter of 2014 while youth unemployment remains very high, averaging 22%, with higher ratios of youth to adult unemployment in the United Kingdom (3.5), Italy (3.9), and Romania, (4.4), and ratios of slightly lower than 2 in Austria, Germany, and the Netherlands. There is great internal variability in adult unemployment, with higher levels often reported in southern Europe. Policy responses remain limited, and the scheme launched by the European Commission to tackle youth unemployment has been delayed in implementation and inadequately funded. The persistence of weak economic performance and poor labor market prospects has produced an increase in the duration of unemployment. Persistent high levels of long-term unemployment have contributed to increases in poverty and social exclusion in Europe in recent years (ILO, 2015).

Public employment services in Europe have been pursuing activation policies with sustainable outcomes,

i.e. results that are implemented and stay into the standard services. With programs of bench-learning (a comparison of measures among peers and the conclusions on how to improve) and capacity-building, the European Commission and other international organizations have supported the strengthening and modernization of public employment services. The EU 2020 strategy makes an employment philosophy of "making transitions pay" the centerpiece of its approach. Smoothing transitions between learning and working by closer interaction with stakeholders in education and vocational training is highlighted, as well as making employers more aware of their responsibilities for job sustainability in order to avoid carousels between employment and unemployment. The Public Employment Service Contribution to Europe 2020 Strategy commits these services to undertaking a "conducting" role in the labor market, acting through and in partnership with a wide range of public, private, and third-sector actors to match demand and supply and facilitate transitions.

Non-EU Central and Eastern Europe

In the parts of central and eastern Europe that do not belong to the European Union, many public employment services were established in response to increasing unemployment among countries of the former Soviet bloc that resulted in the dismantlement of the previous state-controlled systems in the 1990s (Kuddo, 2009; Thuy, Hansen, and Price, 2001). Although some countries have undertaken notable capacity-building in recent years, there is still a lack of staff skills, infrastructure, and partnership support to ensure an efficient running of public employment services in the challenging regional environment of poverty, social distortion, and brain drain.

Middle East and Northern Africa

The difficult geopolitical situation continues to slow economic performance. GDP growth should reach 3.8% in 2015, but projected economic growth will not be sufficient to reduce persistent unemployment rates expected to reach 11.7% in 2015. Youth unemployment rate are 3.7 times higher than the adult rate and are projected to rise to 29.8% in 2015. Reducing youth unemployment has been particularly difficult, and the size of the growing and relatively young population poses additional challenges. Female labor disadvantages in the labor market are particularly marked. Women have low participation rates, higher unemployment rates, and are more likely to be classified as "unpaid family workers."

Limited employment opportunities have resulted in an increase in informality, within about two-thirds of the labor force in informal employment. Recent evidence suggests that the geopolitical situation has also contributed to increasing informality. The International Labor Organization (ILO) reports that Syrian refugees have increased informality in local labor markets in Lebanon and Jordan (ILO, 2015).

Skill mismatches are another important challenge for the region, in particular in terms of education. About 40% of employers in selected countries of the region identify skill mismatches as a major constraint to doing business and growing their firms (Angel-Urdinola et al., 2013). The public sector is still one of the largest employers of workers with higher education. The lack of inclusive development has resulted in persistent poverty and inequality. Social protection systems remain underdeveloped, while social security systems

usually cover only public and private sector workers, leaving self-employed, informal, and domestic workers without assistance (ILO, 2015). Informality is one of the biggest challenges for public employment services in the region. Most of the registered unemployed are actually working informally. Most job vacancies and placements also occur in the informal sector, and public employment services have limited if any coverage within this sector (Angel-Urdinola, Kuddo, and Semlali 2012). In addition, evidence indicates that most firms do not believe that public employment services have the capacity to effectively match supply and demand. This is attributed to the lack of a systematic approach (or sufficient staff) to match the registered unemployed with available vacancies (Angel-Urdinola et al., 2013).

1.4 About This Study

Public employment services are challenged by expectations of growth, changing conditions in the labor market, and institutional contexts. An important step to meet those challenges, and to better support the strengthening and modernization of public employment services, is to generate and compile systematic information about the institutional and operational characteristics of those agencies. The availability of structured and comparable information about public employment services would make it possible to better inform dialog, activities, and technical and financial assistance initiatives regarding labor markets. Public employment services are the main executors of labor market policies, yet up until now no information about these agencies has been available at the global level. This report aims to provide an understanding of the state of development of public employment services at the global level as well as their challenges and opportunities. Below is a brief summary of the following chapters.

Institutional and Policy Variations in Public Employment Services Worldwide: Key Results from the 2011 WAPES and 2014 WAPES-IDB Surveys (Chapter 2)

Chapter 2 discusses current labor market challenges, what types of services these agencies offer to workers and firms, and their capacity to provide these services. The chapter examines their areas of responsibility, portfolio of activities, services for job seekers and employers, institutional structure, governance, capacity, and institutional achievements and developments. The analysis is based on a survey of public employment services conducted during April-July 2014 (Box 1.1).

Getting Governance Right: Improving Outcomes through Better Local Implementation (Chapter 3)

The right governance mechanisms are an important mediator between policy and implementation. Chapter 3 discusses two key aspects of governance regarding labor market policies: how local flexibility can lead to improved outcomes (vertical governance), and the importance of integrated work between public employment services and other stakeholders, particularly at the local level (horizontal governance). There are both costs and benefits to increasing local flexibility and moving to more integrated ways of working. Strengthening

local capacity, balancing flexibility with equity and efficiency, building accountability systems compatible with national goals and producing high-quality local data are key considerations in balancing these trade-offs.

Matching Skills for the Life Cycle: How Partnerships Can Help Public Employment Services Reduce Imbalances between Skill Supply and Demand (Chapter 4)

Public employment services work in labor markets characterized by different skill challenges depending on the world regions, countries, and local economies in which they operate. However, there is some common ground in terms of how they can respond to these challenges. There are six areas where public employment services could play a role matching skills: identification, orientation, profiling, verification, matching, and development. Chapter 4 discusses that developing partnerships are critical for public employment services to play a bigger role on reducing imbalances between skills supply and demand. Potential partners include other labor market actors who may have information on emerging and future skills needs, such as employers, employer organizations, trade unions, education and training institutions and private employment agencies.

Delivering the Right Services to the Right People through the Right Channel (Chapter 5)

Choosing the right channels to meet the varied demands of public employment service clients is an important means of increasing the efficiency and effectiveness of services. Chapter 5 argues that blended multichannel approach, with the Internet as the predominant channel, offers a great potential for PES to deliver the right services to the right people effectively, efficiently and with higher levels of customer satisfaction. However it is very important that the multichannel management strategy is designed taking into consideration not only characteristics of services and channels but also the needs and capabilities of the population.

Outlook (Chapter 6)

There is considerable diversity among public employment services around the world. However, despite these organizational, institutional, and developmental differences, there are several short- and long-term labor market challenges that need to be addressed by these public employment services. The Outlook identifies some key common principles and instruments which will be required in order to address these challenges, such as playing a more active role in coordinating employment and life-long learning, adjusting policies and programs to better meet the needs of older workers, young people, and international migrants, enhancing employer engagement and adapting their businesses models to new actors and technologies.

Country profiles (Chapter 7)

One important contribution of the report is the presentation of profiles of public employment services provision around the world. The country profiles summarize self-reported characteristics of the 73 public employment services from the 71 countries participating at the WAPES-IDB 2014 Survey. The country profiles use a common framework. First there is table of key labor market indicators. Second there is a detailed description of the institutional and operational characteristics that make up each country's public employment services.

Box 1.1
Brief Introduction to the 2014 WAPES-IDB Survey

The WAPES-IDB Survey Project can be traced back to an initiative by the World Association of Public Employment Services (WAPES) Executive Secretariat and some WAPES members. The 2011 WAPES Survey was conceived as a way to better understand the institutions and policies of WAPES member organizations and some additional public employment services (not yet members).

The main objective of the survey was to improve knowledge and data about public employment services in the five WAPES regions: the Americas, Africa, Asia and the Pacific, Europe, and the Middle East/North Africa (Annex A). The survey did not aim to compare performances or benchmark participating agencies, but rather to serve as a source for reflection, inspiration, and learning as well as for furthering the cooperation with partner organizations.

The 2014 WAPES-IDB survey was conducted with the Inter-American Development Bank (IDB) through its Network to Support the Strengthening of Public Employment Services of Latin American and the Caribbean (RED SEALC for its initials in Spanish). The Local Economic and Employment Development (LEED) initiative of the Organization for Economic Cooperation and Development (OECD) also collaborated in the design of 2014 survey.

The Institute for Applied Social Sciences (INFAS, Germany) was responsible for the operative implementation of the 2011 and 2014 surveys in order to guarantee professional data collection and analysis processes. INFAS was also involved in the questionnaire design for both surveys. However the topics and contents of the questionnaires were based on decisions of the survey stakeholders. The survey was designed to include both standardized and open questions, leaving room for individual and detailed answers. The 2011 questionnaire was structured into 10 main topics:

- Institutional structure
- Areas of responsibility
- Activities and services relating to placement
- Activities and services relating to labor market information and statistics
- Activities and services relating to general active labor market policies
- Activities and services relating to target group programmes
- Activities and services relating to administration and management of unemployment benefits and/or social benefits
- Activities and services relating to labor migration/promotion of working abroad
- Cooperation with third parties and partners (public and private)
- Institutional achievement and developments
- Technical assistance: recent and continuing projects

The 2014 questionnaire repeated most parts of the topics and questions of the 2011 survey. However, the 2011 section on cooperation with third parties was replaced in 2014 with questions on governance and actor structures, and the 2011 section on budget and funding were expanded in 2014.

The survey questionnaire was prepared in three language versions (English, French, and Spanish) and implemented as an online survey. Questionnaires were answered by high management officers of 73 public employment services in 71 countries. The survey was to be completed by respondents on a designated Internet site. One advantage of this online survey was that respondents could access the survey as often as needed (i.e., they could interrupt completion of the questionnaire and resume hours, days, or weeks later). However, those countries reporting difficulties with the online questionnaire were offered paper versions, and the data were later compiled by INFAS personnel. Annex B provides detailed information on sample and field results.

Box 1.2
A Typology of Public Employment Services

In the WAPES-IDB Survey respondents reported on the functions that are assigned to their organization and the services it offers. The functions are job brokerage, labor market information, active labour market programs, administration and management of unemployment benefits, administration of other benefits and labor migration. The services specify the portfolio across the different functions and includes: job offer and job search services, job search support services, services for registration of vacancies, services to disseminate information on vacancies, personal support services for recruitment, additional services to employers, collection and dissemination of labor market statistics, publication of labor market information, active labor market policies, services to target groups, administration of benefits and labor migration.

The following typology of public employment services is made based on the functions and services they offer. This classification is not intended to rank the quality or performance of public employment services. Rather, it is displayed as a starting point for the analysis of the combination of functions and services of public employment services and their development potential.

The criteria used to set up the typology are as follows:

Number of functions:
Comprehensive: Combinations of five or six functions assigned as duty.
Core: Combinations of three or four functions assigned as duty.
Basic: Combinations of up to two functions assigned as duty.

Range of services:
Comprehensive: Offer more than 80% of the services enquired in a given function.
Moderate: Offer between 41% and 80% of the services enquired in a given function.
Limited: Offer up to 40% of the services enquired in a given function.

The 73 public employment services described by six variable values were subjected to a cluster analysis resulting in the four clusters:

Group 1 (n= 16) countries presenting a comprehensive set of functions assigned as their duty as well as a comprehensive range of services in most functions.

Countries: Albania, Austria, Belgium (Flemish Region), Benin, Croatia, Czech Republic, Denmark, Finland, France, Germany, Hungary, Macedonia, Moldova, Serbia, United Kingdom, China.

Group 2 (n= 24) presenting the core set of functions assigned as their duty. Public employment services in this group offer a moderate to comprehensive range of services for job brokerage and a comprehensive range of services in labor market information. This group presents a moderate range of instruments for active labor market policies, services targeted to objective groups and labor migration. The range of services related to administration and management of benefits is limited.

Countries: Algeria, Armenia, Australia, Belgium (Brussels-Capital Region), Belgium (Walloon Region), Cambodia, Cameroon, Central African Republic, Colombia, Dominican Republic, El Salvador, Guatemala, Guinea, Ivory Coast, Jamaica, Lithuania, Mexico, Morocco, Philippines, Slovenia, Sweden, Switzerland, Turkey, Vietnam.

Group 3 (n= 9) presenting a comprehensive set of functions assigned as their duty but a moderate range of services for job brokerage. The group present to moderate diversity of instruments of active labor market policy and services targeted to objective groups as well as labor market information and administration of benefits. The range of services related to labor migration is limited.

Countries: Argentina, Brazil, Canada, Costa Rica, Japan, Netherlands, New Zealand, Russia, Ukraine.

Group 4 (n= 24) presenting the core set of functions assigned as their duty and a moderate range of services for job brokerage. The group presents a moderate level of diversity of instruments for active labor market policies and of labor market information services. The range of services targeted to objective groups, administration and management of benefits and labor migration is limited.

Countries: Bahamas, Barbados, Bolivia, Burkina Faso, Chad, Chile, Comores, Democratic Republic of Congo, République du Congo, Ecuador, Gabon, Guyana, Honduras, Mauritania, Niger, Panamá, Paraguay, Perú, Suriname, Thaïland, Togo, Trinidad y Tobago, Uruguay, Venezuela.

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2

Institutional and Policy Variations in Public Employment Services Worldwide:

Key Results from the WAPES and WAPES-IDB Surveys

2.1 Introduction

The introductory section to this volume (Chapter 1) highlighted a number of labor market challenges that will be relevant for many, if not all, public employment services across the world.

Since labor markets are complex institutions, and the labor market challenges mentioned are very demanding, any labor market intermediation or related measures undertaken by employment services are a correspondingly demanding task. It seems obvious that a certain level of complexity and a rational set-up for such services is certainly needed if they are to be successful. There is, however, no simple answer as to how public employment services should be set up or organized, and which services they should encompass. This is due, among other things, to different policy preferences and paths grounded in a country's historical and political choices. Accordingly, in empirical terms, public employment services vary in their specifications of policies and in the instruments they offer, as well as in the degree of maturity of their services and the resources allocated or available for different services. From a worldwide perspective, the differences in the stages of the development of public employment services across world regions are considerable. For example, the "institutional age" of some public employment services such as those in the Caribbean or Africa date back only a few years, whereas some of those in Europe go back to the early years of the 20th century.

As there is this vast institutional diversity, and at the same time limited knowledge about these worldwide differences, there is good reason to conduct an empirical analysis of the variety of public employment service structures, policies, and projects. Such an empirical inventory was one of the main reasons for developing and implementing the World Association of Public Employment Services (WAPES) 2011 Survey and the WAPES-IDB 2014 Survey. The most important key asset or value added of these surveys is certainly their worldwide coverage, which provides insights about these services in numerous African, American, Asian, and Middle Eastern countries. Therefore, this survey project contributes to overcoming to some extent the European or OECD bias that is typical of most of the academic literature in this field. And for this particular reason, even the merely descriptive presentation of some survey findings on public employment service structures and policies across the world is legitimate in its own right. Summarizing some of the key results of these surveys will thus be the first task of this section.

This section also draws on a particular analytical perspective that is, in turn, based on the underlying survey conception of discovering/addressing mainly institutional features of public employment services that can be considered essential for their internal and external organizational functionality. In other words, the survey explicitly tried to depict the following (formal) characteristics of public employment services worldwide:

• Institutional embeddedness and actor capacity: Legal structure and relative closeness or independence of the public employment service vis-à-vis the responsible ministry; involvement of social partners; interaction or governance patterns with "third actors" in the labor market.

• Implementation structures for service delivery: Number of organizational levels of public employment services, implying different degrees of spatial service coverage; formal and factual/ real-world level of decentralization; organizational mix of service delivery of labor market policies (internal service delivery lines, external service delivery agencies, public-private network and competition mix).

• Resource capacity: For any organization, sufficient funding for tasks assigned, number and quality of staff, number of offices, and adequate material infrastructure are necessary conditions for getting things done. While arguably the most interesting question is effectiveness and efficiency of resources used, this is an issue that cannot be adequately answered with the data collected in the survey, however the survey does provide initial insights in terms of the huge differences in resource availability and capacity of public employment services across the world.

• Policies and programs: In historical perspective, job brokerage and unemployment insurance schemes were the first and main tasks of public employment services, followed later by job assistance measures widely known as active labor market policies (see Thuy, Hansen, and Price, 2001). However, additional tasks such as the collection and dissemination of labor market information and, more recently, the management of labor migration measures, have increasingly become part of responsibilities of public employment services. The WAPES-IDB survey reports on particular labor market measures and programs implemented by different public employment services.

In sum, the topics summarized above represent the basic elements of a stylized institutional model for the aggregation of different types of public employment services, which may be found in different world regions and which work under varying and changing labor market conditions.

Some limitations of the survey should also be borne in mind. The WAPES-IDB data cannot collect information on all topics that would be relevant and important for public employment services due to simple reasons of capacity limits. As with any survey, there was a need to gather a reasonable volume of data in an acceptable response time. While the survey is strong in drawing an overview of the various topics above, the data are limited, first and foremost, in terms of the details of policy implementation for the various programs, be it public employment services´ internal service delivery processes or concrete

interaction patterns with governance actors and network structures. For more in-depth information about these issues, readers are referred to concrete examples and the case studies included subsequently in this volume. Moreover, the WAPES-IDB survey does not directly contribute to process and impact evaluation insights, for which additional and more elaborate data and methods would be needed.

Apart from the first analytical goal of the survey of distinguishing significant public employment service types on a worldwide scale, there is a second, interconnected analytical perspective that involves addressing the institutional coherence and integration of public employment services, portfolios and services. Institutional coherence refers to the "fit" of different services and within services, meaning that whatever services provided by these agencies should be delivered in a coordinated manner and correspond to one another in a way that guarantees the best possible way to target persons according to their labor-market-related needs.

In this sense, institutional coherence includes:

- Targeted, results-driven services
- Coordinated, actively managed service provision
- Client-oriented services, appropriate for the individuals served
- Sufficient complexity of the service portfolio, enabling the public employment service to address a variety of issues relevant for labor market intermediation.

Put the other way round, institutional incoherence of public employment services would be the case if:

- Services are offered in fragmented delivery structures (that do not fit together, are not complementary, or lack communication exchange)
- Services lack a clear direction due to lack of objectives or targets defined
- Services are not suitable to the persons served (inappropriate service selected for targeted person)
- Certain services are not available even though they are needed for specific targeted persons
- The agency has specific shortages of resources (number and quality of staff, offices, funding, and other resources), making it difficult to adequately carry out its tasks

Section 2.2 addresses the portfolio of policy domains that public employment services provide throughout the world. The prevalence of instruments within each of the most important service domains (including placement services for job seekers and employers, active labor market policies/target groups, labor market information, labor migration) is outlined in Section 2.3. By looking at these instruments, the relative comprehensiveness of services can be discerned. The level of development of specific (sub)policy domains is then presented, including examining whether deficiencies in the level of service integration and coherence are more or less likely (Section 2.4).

Adequate resources are a necessary (though not sufficient) condition to develop the institutional capacity to carry out tasks assigned. For this reason, Section 2.5 addresses public employment service resources,

including organizational models, offices, staff, and some information about budget structures and funding sources. Finally, Section 2.6 summarizes the key findings and lays the groundwork for the subsequent chapters.

2.2 Public Employment Service Portfolio: Integration of Services

What are the responsibilities of public employment services and what kinds of different services do they provide throughout the world? Which service areas do these agencies integrate in their bundle of services? In fact, public employment services worldwide have different sets of tasks for which they are responsible. Some of these tasks may be defined as legal obligations, while others may just be based on optional political choices. This chapter will present the main combinations of the services that public employment services carry out as a function of their responsibilities, differentiated by world regions.

Before going into detail, the main findings are that the most important and widespread services provided are job placement, carrying out active labor market policies, and providing labor market information. These services clearly represent the core business areas of public employment services across the world. Additional services such as labor migration policies are provided by significantly fewer agencies, and are thus still rather peripheral and not core services.

A special case is the administration and management of unemployment benefits. Due to policy choices and for historical reasons, unemployment benefits are only provided by a small group of—mainly European—public employment services. Correspondingly, the number of public employment services providing unemployment benefits plus other employment services is also small.

Table 2.1 Services provided by Public Employment Services

2014		
	Yes	in % of survey respondents
Job brokerage	70	95.9
Labor market information/statistics	66	90.4
Active labor market policies (including activation measures) for job seekers and employers	70	95.9
Administration and management of unemployment benefits	25	34.2
Administration of other benefits	51	69.9
Labor migration	34	46.6
Other measures	34	46.6

Source: WAPES-IDB Survey 2014; N of all respondents = 73

The core business status of the three services—job brokerage, provision of labor market information/statistics, and active labor market policies (including activation measures) for jobseekers and employers—is widespread (see Table 2.1). According to the WAPES-IDB survey, almost all responding public employment services include these tasks in their portfolio. Of the total number of public employment service respondents in 2014, 61 (or 84 percent) provide all three of these services at the same time (Table 2.2), including all European respondents. Moreover, in the self-assessments of public employment services, placement services and active labor market policies (ALMPs) are clearly considered as the most developed policies in institutional terms. This is not to suggest that there are not any differences in service specifications and quality. For instance, as shown in Figure 2.3 in Section 2.3, the set of ALMP measures provided by each of the various public employment services is diverse, and particular programs (e.g., the promotion of selected target groups) are less widespread than others (e.g., general vocational guidance). In other words, the country concepts (as well as the level of development—see Section 2.4) of ALMP and placement services may vary considerably even though these policy domains as such are well-established.

Table 2.2

Public Employment Services that Provide Job Placement, Active Labor Market Policies, and Labor Market Information, by Country, 2014 (n=61)

Africa	Americas	Europe	Asia-Pacific	Middle East/ North Africa
Benin	Argentina	Albania	Australia	Mauritania
Burkina Faso	Bahamas	Armenia	Cambodia	Morocco
Cameroon	Bolivia	Austria	China	
Central African Republic	Brazil	Belgium (Actiris)	Japan	
Chad	Chile	Belgium (Forem)	New Zealand	
Comoros	Colombia	Belgium (VDAB)	Philippines	
Congo, Dem. Republic	Dominican Republic	Croatia		
Congo, Republic	Ecuador	Czech Republic		
Guinea	El Salvador	Denmark		
Ivory Coast	Guatemala	Finland		
Niger	Guyana	France		
Togo	Jamaica	Germany		
	Mexico	Hungary		
	Paraguay	Lithuania		
	Suriname	Macedonia		
	Trinidad and Tobago	Moldova		
		Netherlands		
		Russia		
		Serbia		
		Slovenia		
		Sweden		
		Switzerland		
		Turkey		
		Ukraine		
		United Kingdom		
n=12	n=16	n=25	n=6	n=2

Source: WAPES-IDB Survey 2014.

Measures to address and control labor migration are a specific form of labor market policies and can be considered by and large as a rather new policy domain on a worldwide scale. Consequently, labor migration measures do not belong to the core business of public employment services because they are less widespread. In total, labor migration policies were handled by 51 public employment services (70 percent) surveyed in 2014. Of these, 36 public employment services had a legal obligation to perform this task. Of the agencies providing the core business set of placement, ALMP, and labor market information, only 42 include labor migration in their set of services. There is an easy explanation for this. Labor migration measures are a typical assignment in Europe, but much less frequent in other world regions. Only half of respondents in the Americas, about a third in Africa, and a fifth in the Asian-Pacific countries include labor migration as a policy subject (Table 2.3).

Table 2.3

Public Employment Services Tasked with Job Placement, ALMP, Labor Market Information, and Labor Migration Policies, by Country, 2014 (n=42)

Africa	Americas	Europe	Asia-Pacific	Middle East/ North Africa
Benin	Argentina	Albania	China	Mauritania
Burkina Faso	Bolivia	Armenia	Philippines	Morocco
Cameroon	Brazil	Austria		
Togo	Colombia	Belgium (Actiris)		
	Comoros	Belgium (Forem)		
	Dominican Republic	Belgium (VDAB)		
	El Salvador	Croatia		
	Guatemala	Czech Republic		
	Jamaica	Denmark		
	Mexico	Finland		
	Suriname	France		
	Trinidad and Tobago	Germany		
		Hungary		
		Lithuania		
		Macedonia		
		Moldova		
		Netherlands		
		Russia		
		Serbia		
		Slovenia		
		Switzerland		
		Ukraine		
n=4	n=12	n=22	n=2	n=2

Source: WAPES-IDB Survey 2014.

Unemployment benefits are a different issue, and their administration and management are not at the core of public employment service tasks on a worldwide scale. Even where unemployment insurance schemes exist, administration of unemployment benefits is an assigned task of only 25 public employment services (2011 survey: 25 out of 65). As can be seen in Table 2.4, responsibility among public employment services

for unemployment benefits is widespread in Europe only. Very few services in Africa and the Americas provide these benefits, though there is some prevalence of providing them in the Asian-Pacific region. For example, public employment services in Mongolia and Republic of Korea are responsible for this task (2011 survey). Unemployment benefits do not seem to be well-established in African or Latin American and Caribbean public employment services, which may be due to high levels of the informal economy impeding the establishment of unemployment insurance schemes. There are, however, a number of other functionally equivalent institutions in Latin American countries[1]. For instance, in Argentina and Ecuador, The Bahamas, and Barbados, national social security institutions do exist, and in Uruguay there is a "Social Security Bank." In Guatemala, the General Labor Inspectorate is responsible for unemployment benefits, and in Suriname the benefits are handled by the Ministry of Social Affairs and Public Housing.

Table 2.4

Public Employment Services Responsible for Unemployment Benefits, 2014 (n=25)

Africa	Americas	Europe	Asia-Pacific
Ivory Coast	Brazil Canada	Albania Austria Croatia Czech Republic Denmark France Germany Hungary Macedonia Moldova Netherlands Russia Serbia Slovenia Switzerland Turkey Ukraine United Kingdom	China Japan New Zealand Vietnam
n=1	n=2	n=18	n=4

Source: WAPES-IDB 2014 Survey.

Combining the three core business policies of job placement, ALMP, and labor market information with unemployment benefits, it turns out that just 23 public employment services provide all four services. Other than in Canada and Vietnam (no provision of placement), the other countries on this list are the same as in Table 2.4.

[1] Unfortunately, the African countries did not provide additional, open-end information (as requested) about other organizations responsible for unemployment benefits. The assumption for most of these cases would be that there is no other responsibility.

Table 2.5

Public Employment Services Responsible for Job Brokerage, Labor Market Information, ALMP, Administration of Benefits, and Labor Migration

Public Employment Services/Countries
Brazil
Albania
Austria
Czech Republic
Denmark
France
Germany
Moldova
Netherlands
Russia
Serbia
n=11

Source: WAPES-IDB 2014 Survey

Going further by adding labor migration to these four services, we end up with only 11 public employment services that offer this combination of services (Table 2.5). It is obvious that this rare combination is primarily European, with Brazil representing the only country outside Europe with the same agency integrating these five services.

In sum, the institutional integration of main employment service areas in just one public employment service does not apply to all respondents, and can only be found in subsets and in different frequencies. The most important and widespread combination is job placement, ALMP, and labor market information. By contrast, additional services such as labor migration are much less frequently handled by public employment services. A special case is the administration and management of unemployment benefits. Unemployment insurance schemes do not exist everywhere in the world, and where they do they are not necessarily managed by public employment services. By and large, the management of unemployment benefit schemes is the responsibility of public employment services mainly in Europe, and includes a smaller group of countries only. Correspondingly, the number of public employment services combining unemployment benefits and the provision of other employment services areas is also low.

2.3 Use of Policy Instruments

This section breaks down the provision of services in more detail. For example, where public employment services report the provision of ALMPs, the survey also asked them to identify particular target groups for these policies, as well as specific types of labor market information measures. In comparing public employment services, it should be noted that "functionally equivalent" services may not be directly the same across agencies. That is, services that have the same objective may take different organizational forms or be described and categorized differently by different public employment services.

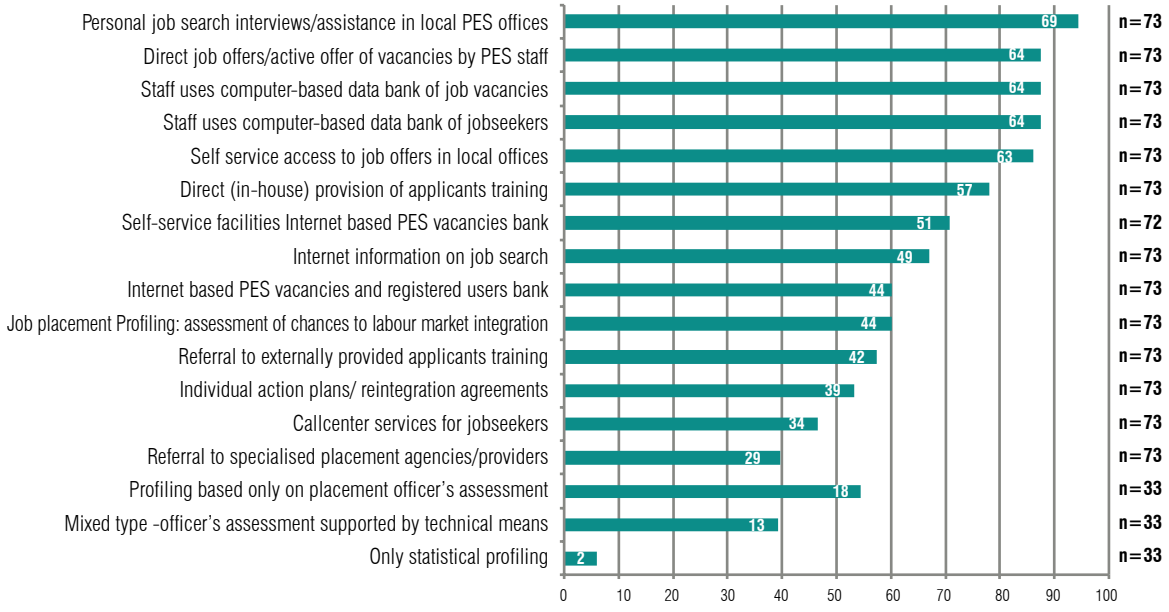
2.3.1 Job Placement Services for Job Seekers

Services prevalent in the vast majority (86 to 93 percent) of public employment services include personal job search interviews, direct job offers of vacancies by agency staff, self-service access to job offers displayed (on bulletin boards, etc.) in local offices or subunits, and the use of computer-based data banks.[2] Self-service access to job offers in local offices is also frequent, but not all of the agencies are Internet-based yet. However, Internet-based services (public employment service vacancies and registered user bank, job search information, and self-service facilities) can be found in between 60 and 70 percent of public employment services that responded to the survey.

Figure 2.1

Job Placement: Provision of Services to Job Seekers, 2014

Absolute numbers at the bars; percentages at the bottom of the panels



Source: WAPES-IDB 2014 Survey.

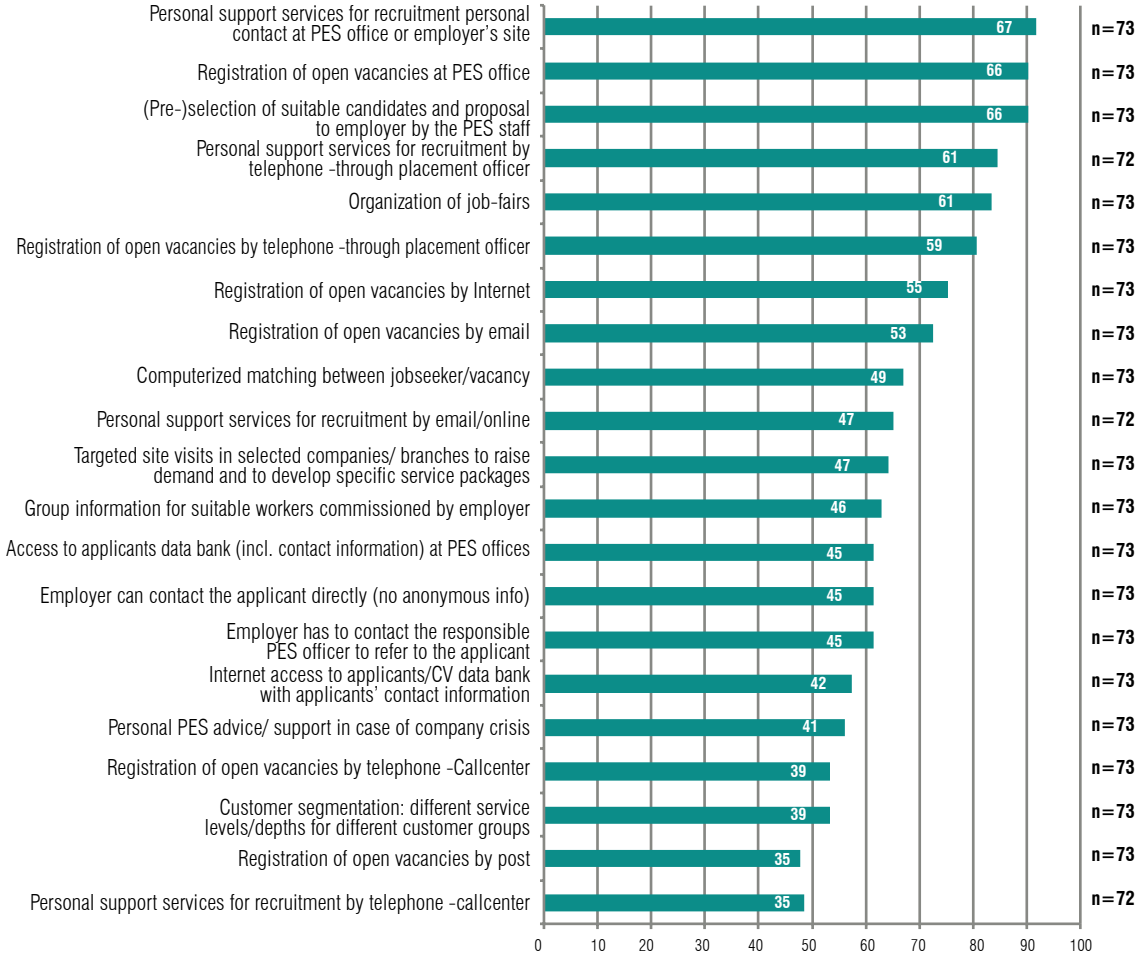
Interestingly, 56 public employment services (77 percent of all respondents) provide direct (in-house) applicant training. This in-house training is a common feature among all the five surveyed world regions (i.e., there is no world region with a significant higher/lower share). By contrast, referral of applicants to externally provided applicants training is less frequent (42 public employment services, or 58 percent), and referral to specialized placement agencies/providers even less so (29 services, 40 percent).

[2] In the 2011survey, the share of public employment services offering personal job search interviews and direct job offers of vacancies by agency staff was nearly 100 percent. The difference has to do with the different sets of public employment services responding to the 2011 and 2014 survey.

2.3.2 Job Placement Services for Employers

Job placement policies address employers as well job seekers. Targeted, well-designed services to employers may be of strategic relevance for many public employment services (see Section 3.2 in Chapter 3 for a deeper discussion).

Figure 2.2
Job Placement: Provision of Services to Employers, 2014
Absolute numbers at the bars; percentages at the bottom of the panels



Source: WAPES-IDB 2014 Survey.

The most frequent services for employers are classic support measures for matching. Personal support services for recruitment/finding suitable candidates through personal counseling at the agency offices or an employer's site, and a (pre-) selection of suitable candidates and proposals for employers by agency staff, are services provided by most public employment services (67 and 66, respectively). The provision of these services by telephone and the placement officer or call center agent is much less frequent than the personal contact model. Telephone placement service through a placement officer is covered by 61 public employment services, while call center placement services are provided by only 35. E-mail is used for employer-related placement services in 47 organizations. Regional distributional differences are not large.

Besides the various ways of posting vacancies and frequent use of job fairs, targeted site visits to employers and group information are specific employer services most frequently provided by public employment services. Each is used by almost two-thirds of all respondents, and both of these measures are particularly widely used in Europe (site visits: 80 percent in 2014, 91 percent in 2011). By contrast, providing different service levels to employers based on predetermined customer groups is at the bottom end of the types of services provided worldwide, and large differences in the relative shares of the world regions cannot be reported.

Personal advice from public employment services in cases of a company crisis like mass layoffs, by contrast, can be found in most European countries (21 of 35; 84 percent) and Asian-Pacific countries (5 of 8 percent). In Africa, the Americas, and the Middle East/North Africa, this service is only provided by a minority of the respective countries.

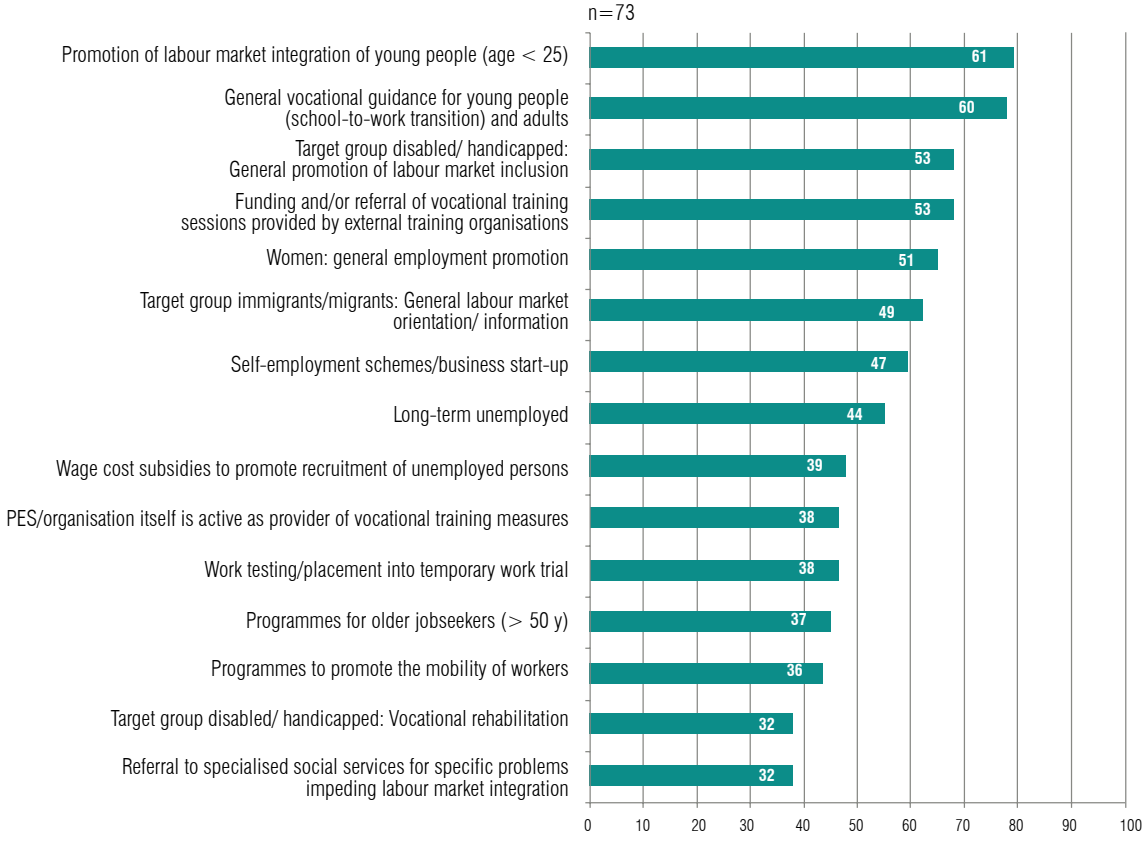
2.3.3 Active Labor Market Policies and Target Groups

Active labor market policy instruments include a wide range of different measures, including programs targeting specific groups.[3] The public employment services surveyed in 2011 and 2014 mentioned general vocational guidance, external vocational training, and self-employment schemes as the most frequent ALMP measures (target group programs not included). The most frequent target group is young people (below 25), for whom 61 public employment services (84 percent in 2011, 87 percent in 2014) supply specific programs for their labor market integration. Around 70 percent of public employment services target disabled people and/or women. Labor market orientation and information to immigrants is also frequent (49 public employment services, 67 percent).

Figure 2.3

ALMP and Target Groups: Provision of Services, 2014

Absolute numbers at the bars; percentages at the bottom of the panels



Source: WAPES-IDB 2014 Survey.

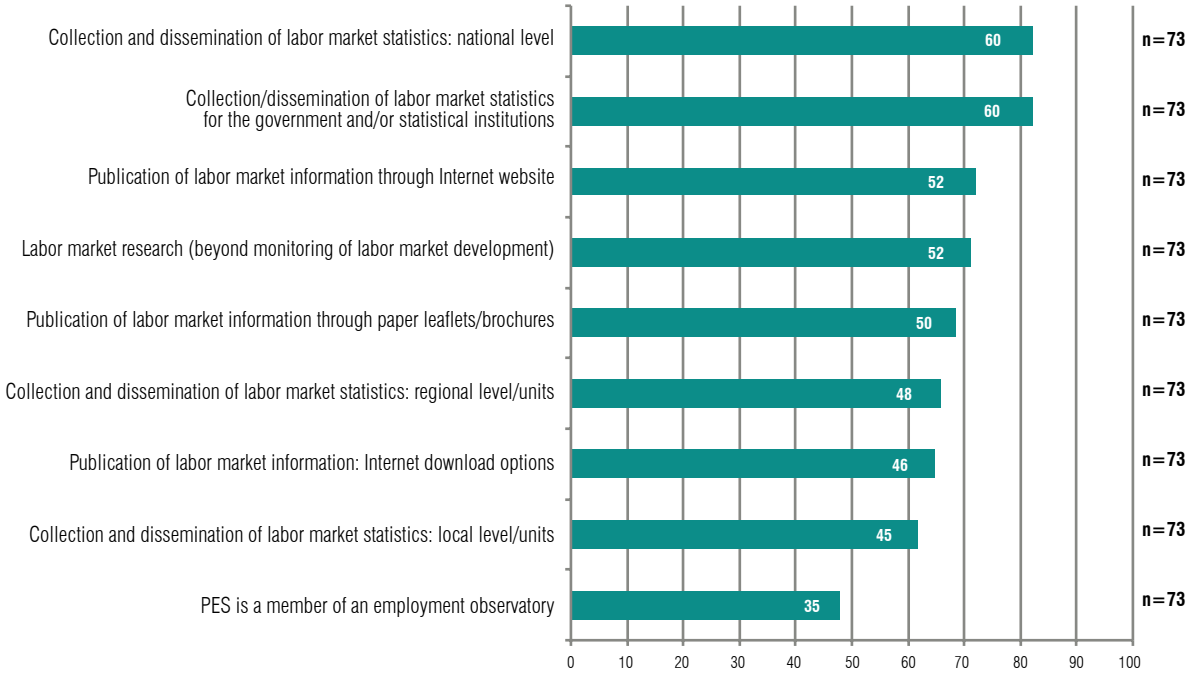
2.3.4 Labor Market Information

Most public employment services (82 percent in 2014, 91 percent in 2011) collect and disseminate labor market statistics at the national level and for the government and/or statistical institutions. This task is also provided for the regional and/or local levels, but to a lesser extent.

Figure 2.4

Labor Market Information: Provision of Services, 2014

Absolute numbers at the bars; percentages at the bottom of the panels



Source: WAPES-IDB 2014 Survey.

Labor market information is provided by different channels and means, ranging from simple and small paper leaflets to bigger publications and Internet services and information-download options. The approach varies depending on the world region. Internet-based information is provided by more than half of African respondents (7 of 13 in 2014), which means that this information venue has doubled compared to the 2011 survey (when only a quarter of African countries supplied information by Internet, and only a fifth could provide options for Internet downloads). Download options for publications have also improved considerably (6 of 13). In relative terms, the situation in the Americas is not so different from the African results: 56 percent of public employment services have a website for publication of information and 45 percent also offer download options for publications. However, the absolute number of countries included is somewhat higher. Not having Internet information remains a concern for a number of countries from South America (Chile, Ecuador, Paraguay, Peru, Uruguay) and Central America and the Caribbean (Barbados, Guyana, Honduras, Trinidad and Tobago). By contrast, most Asian-Pacific and European countries have these Internet services.

[3] In the WAPES survey, ALMP and target group measures were formally distinguished, but in systematic terms, these program measures belong together.

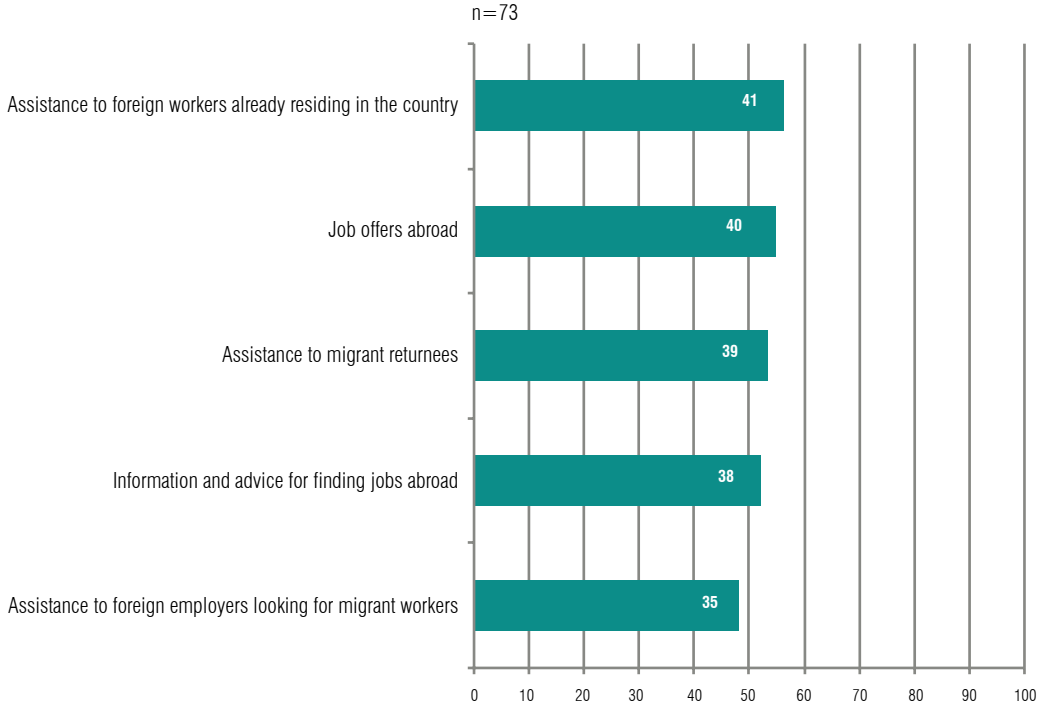
2.3.5 Labor Migration/Promotion of Working Abroad

Labor migration is a pressing issue in many countries and world regions, but the policy perspective on it may vary depending on whether a country is labor-supplying or labor-demanding. The WAPES-IDB 2014 Survey asked about five major types of policy measures related to labor migration issues. One of these measures is targeted at employers, two promote the movement of persons to foreign countries for work, one deals with support of foreign workers already residing in the country, and the other involves support for migrants who have returned to their initial home country.

Figure 2.5

Labor Migration: Provision of Services, 2014

Absolute numbers at the bars; percentages at the bottom of the panels



Source: WAPES-IDB 2014 Survey.

Job offers abroad are provided by 40 public employment services (2011: 43), and information about working abroad is provided by 38. Services to help foreign employers looking for migrant workers are somewhat less frequent (35 agencies), but assistance to foreign workers already residing in the country more so (41). Finally, assistance to migrant returnees is provided by 39 agencies. Twenty public employment services stated that they provide all of these labor migration services (Table 2.6). Additional country information can be found in Annex A.1.

Table 2.6
Public Employment Services Providing Five Types of Labor Migration Services

Africa	Americas	Europe	Asia-Pacific	Middle East/ North Africa
Benin Cameroon Central African Rep. Guinea	Barbados Mexico	Albania Austria Belgium (FOREM) Croatia Czech Republic Denmark Finland France Germany Moldova Serbia	Philippines	Mauritania Morocco
n=4	n=2	n=11	n=1	n=2

Source: WAPES-IDB 2014 Survey.
Note: The services include assistance to foreign workers already residing in the country; job offers abroad; assistance to migrant returnees; information for finding jobs abroad; and assistance to foreign employers looking for migrant workers.

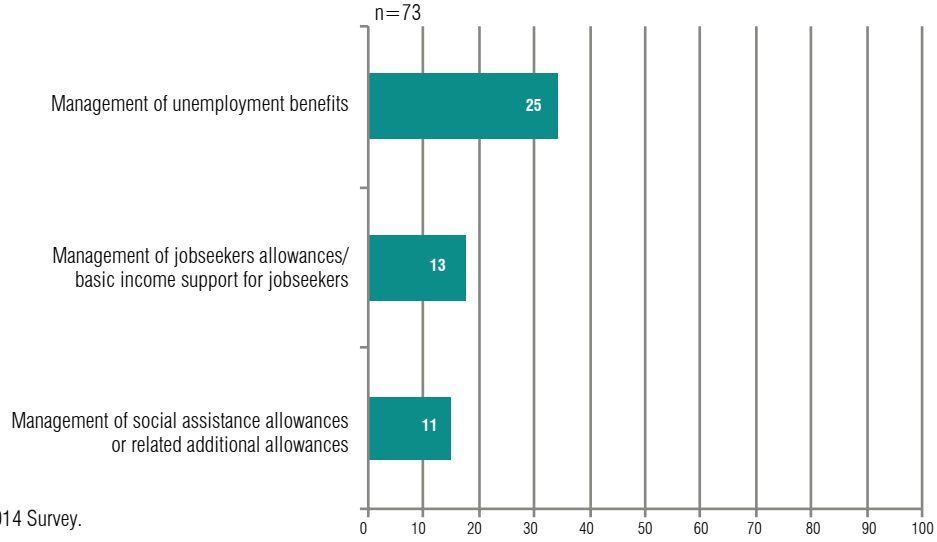
2.3.6 Administration and Management of Unemployment and/or Social Benefits

Finally, the provision of (insurance-based) unemployment benefits and other (means-tested) benefits by public employment services is not widespread, as Figure 2.6 reveals. In this task area, the survey only included the three items shown in the figure: management of unemployment benefits; management of job seeker allowances/basic income support for job seekers; and management of social assistance allowances or related additional allowances. Additional country information can be found in Annex A2.

Figure 2.6

Administration and Management of Unemployment and/or Social Benefits: Provision of Services, 2014

Absolute numbers at the bars; percentages at the bottom of the panels



Source: WAPES-IDB 2014 Survey.

2.4 Relative Levels of Development of Public Employment Services

2.4.1 Overview of Main Findings

This section addresses the level of development of specific policy domains based again on the 2014 survey responses.

It should be noted at the outset that the qualification of development levels as displayed here is exclusively based on the assessments of the expert respondents, as provided in the responses to the WAPES-IDB 2014 survey.

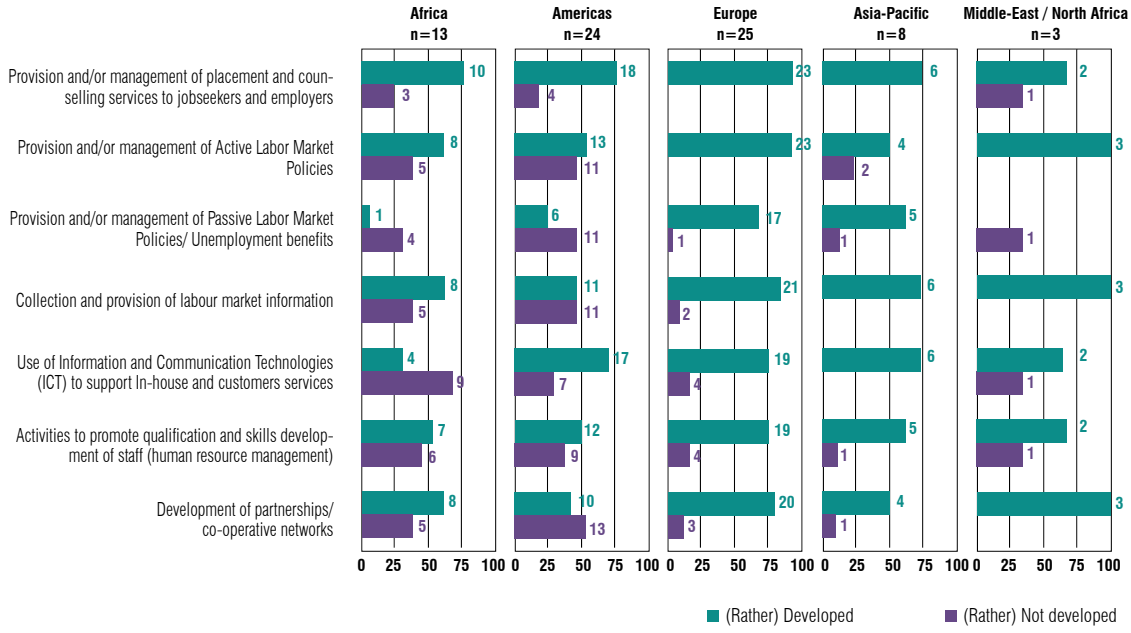
Summarizing the empirical findings, the level of development of the policy domains considered presents a mixed result. Even though most responses (between 60 and 80 percent[4]) reflect fully or somewhat fully developed issue areas, the results vary widely by world region. Only placement and counseling services show a relatively high number and share of high or reasonable levels of development across all five regions. In the other policy fields considered, the level of development achieved is by and large somewhat lower. Some regions seem to have particular development deficiencies in selected issue areas (see Figure 2.7).

[4] In the case of passive labor market policies, the relative share is 40 percent for all respondents, but 60 percent if the respective responses are related to those public employment services that deal with passive policies at all.

Figure 2.7

Development of Issue Areas by World Regions (Self –assessment)

Absolute numbers at the bars; percentages at the bottom of the panels



Source: WAPES-IDB 2014 Survey.

From a more theoretical perspective, the level of development of certain policy domains can be understood as an indirect measure for the adequate integration of services. Put differently, if the level of development is stated to be poor, it can be expected that problems with the institutional coherence and coordination of services or interrelated subjects are more likely than in cases of high levels of development. From this perspective, much remains to be done in quite a number of countries, notwithstanding the efforts and progress in the development of public employment services in many countries.

2.4.2 Selected Results

The sections that follow, focuse on countries that reported low levels of development in specific services or issue areas.[5] The thematic focus is on a selected number of cross-sectional subjects relevant for most if not all policy domains of public employment services. These cross-sectional subjects are ICT development, human resource (staff) development, and partnerships/cooperative networks.

[5] In providing such formal assessments of low development levels of countries and regions, it should always be remembered that these statements relate to the sample of countries that participated in the survey. The results might look different if more or all countries of the respective continent or world regions had participated the survey.

2.4.2.1 Level of Development: ICT

ICT is not only an issue of developing websites for customers and clients and providing IT-based services to employers and job seekers, even though these services are very important (WAPES 2011, pp. 50-52). ICT also provides various other important functions inside public employment services, such as information storage, and retrieval and exchange among and across strategic and operational staff in different departments and at different regional levels and service units (WAPES 2011, pp. 50-52). From this perspective, ICT makes a major contribution and is an important support tool to bring about and promote the integration of job seeker services, or, if the IT architecture allows, case-specific retrieval and follow-up.

As shown in Table 2.7, ICT development is particularly weak in Africa (9 of 13 public employment services in a low development stage). In the Americas, there are seven public employment services in a low ICT development stage, but out of a total number of 24 respondents. It is noteworthy that four European public employment services with a critical self-assessment of ICT are also included in the low development category.

Table 2.7
Public Employment Services with Low ICT Development Levels (n=21)

Africa	Americas	Europe	Middle East and Northern Africa
Central African Republic	Barbados	Albania	Mauritania
Chad	Bolivia	Armenia	
Comoros	Colombia	Croatia	
Congo, Dem. Republic	Costa Rica	Hungary	
Congo, Republic	Guatemala		
Gabon	Guyana		
Guinea	Paraguay		
Niger			
Togo			
n=9	n=7	n=4	n=1

Source: WAPES-IDB 2014 Survey.
Note: Development level is based on the respondent's self-rating.

2.4.2.2 Level of Development: Human Resource Development

Without a doubt, well-functioning job seeker services are considerably dependent on qualified staff. Of particular importance are the operative front-line services responsible for personal contact and interaction with clients/customers, as well as for selecting the specific services to be provided to these clients. Front-line officers (or case managers) may also be responsible for coordination of different services, that is, they

may decide when the engagement of another service or service unit is required. Staff from different units, in turn, not only must have specific competencies themselves, but also the ability to work case-sensitively, that is, in accordance with and contributing to the targets set for the client in question. Furthermore, all relevant information, stages of work, and services provided must be adequately documented by the different staff members involved, which again requires specific knowledge and competence. In sum, for all this and more, basic training and continuous training of public employment services staff is critical if integrated services are a strategic goal.

Low levels of human resource development are mainly, though not exclusively, reported by countries in Africa and the Americas (Table 2.8).

Table 2.8 Public Employment Services with Low Development Level of Human Resource Development (n=21)

Africa	Americas	Europe	Asia-Pacific	Middle East/ North Africa
Burkina Faso Comoros Congo, Republic Gabon Guinea Togo	Bolivia Costa Rica Ecuador Guatemala Guyana Mexico Panama Paraguay Suriname	Albania Armenia Denmark Hungary	China	Mauritania
n=6	n=9	n=4	n=1	n=1

Source: WAPES-IDB 2014 Survey.
Note: Development level is based on the respondent's self-rating.

2.4.2.3 Level of development: Partnerships and Cooperative Networks

Finally, this section examines partnerships and/or cooperative networks (Table 2.9). As in the case of human resources, good cooperation with third-party actors and organizations is very important to integrating services that the public employment service itself cannot exclusively provide. This is often the case for training policies, for example, but also for wage subsidies and job creation, among others.

The issue area of partnerships and cooperative networks appears to be relatively weak, particularly in the Americas. In Europe, Albania and Armenia have reported low development levels in all three cross-sectional categories of ICT, staff development, and partnerships. Also Denmark gives a low self-critical assessment regarding the development of the latter field.[6]

[6] The Danish case is not strictly comparable to the other responses, given the longstanding, well-established traditions of labor market policy institutions in this country. The critical assessment is probably due to the highly decentralized approach, with strong municipal responsabilities, that Denmark has been pursuing for several years.

Table 2.9

Public Employment Services with Low Development Level of Partnerships or Cooperative Networks (n=22)

Africa	Americas	Europe	Middle East / Northern Africa
Burkina Faso	Bahamas	Albania	Vietnam
Comoros	Barbados	Armenia	
Congo, Republic of	Bolivia	Denmark	
Niger	Canada		
Togo	Colombia		
	Costa Rica		
	Ecuador		
	Guatemala		
	Guyana		
	Honduras		
	Panama		
	Trinidad and Tobago		
	Venezuela		
n=5	n=13	n=3	n=1

Source: WAPES-IDB 2014 Survey
Note: Development level is based on the respondent's self-rating.

2.5 Institutional Structure and Resources of Public Employment Services

As was outlined in the introduction to this chapter, there are a number of institutional features of public employment services that can be considered essential for their internal and external organizational working mode and functionality. Section 2.5.1 distinguishes basic organizational models of public employment services. Section 2.5.2 then addresses public employment services' resource configurations in terms of offices, staff, and funding structures.

2.5.1 Organizational Models of Public Employment Services

2.5.1.1 Legal Position and Implementation Structure

The WAPES-IDB 2014 Survey identified five different types of organizational models of public employment services, of which two types are widespread and the other three rather uncommon. The dominant organizational type, covering more or less two-thirds of the respondents, is a public agency responsible to the Ministry of Labor and relying on its own organizational line structures (regional/local units) for service delivery. The second most-frequent type is the ministerial department model with its own organizational line structures for service delivery or external service provision.

The respective survey question addressed the legal construct or position of public employment services in the ministerial frame and the implementation model for service delivery in terms of the actors involved. There were four response options that were basically oriented toward empirical examples of the organization of labor administrations. In addition, a residual category ("other type") was included.

In terms of the legal construct of public employment services, the following types were distinguished:

- Public agency or public body responsible to the ministry
- A line department of the responsible ministry—that is, the public employment service has no independent agency status
- No public employment service agency or organization, but there is ministerial responsibility to provide public employment services by contract management (special case).

In terms of implementation structure, distinctions between types were drawn along the following lines:

- Internal organizational line structures within the public employment service in terms of regional or local units for service delivery
- Decentralized service delivery network of public, private, and non-profit organizations coordinated by the public employment service headquarters
- Service delivery provided by organizations other than the public employment service in addition to or as an alternative to the agency's internal organizational line structures
- Complete provision of public employment services by private (for-profit and non-profit) sector organizations.

The survey question combined these two dimensions of legal construct and implementation structures in a specific manner, as shown in Table 2.10. Even though the sometimes subtle differences between the categories and organizational types may not always have been easy for respondents, clear results could be gleaned from the responses.

Table 2.10

Legal Type of Public Employment Service Organizational and Service Delivery Structure, 2014

	Number	Percent
Model 1: Public agency/public body under public law responsible to the Ministry of Labor (or equivalent ministry/central authority); organizational line structures (regional/local units) for own service delivery	44	60
Model 2: Public agency responsible to the Ministry of Labor (or equivalent ministry/central authority); headquarters' coordination of decentralized network of public, private, and non-profit organizations	4	6
Model 3: Public employment service is a line department of the Ministry of Labor (or equivalent ministry); organizational line structures/units for its own service delivery or for service delivery provided by other organizations	23	32
Model 4: No public employment service; ministry responsible for policy guidelines and regulation; employment services are fully provided by private sector organizations	1	1
Model 5: Other type of organizational structure	1	1
Total	73	100

Source: WAPES-IDB 2014 Survey.

In terms of the most frequent public agency model (Model 1), half are European public employment services, a quarter African, and the final quarter correspond to other world regions. This is the most frequent model in Europe (22 of 25 public employment services = 88 percent). Model 3, the ministerial department model, covers almost another third of all responses and includes 19 public employment services in the Americas, making it the most common model in that region (19 of 24, or 79 percent of all responses in the Americas). The Americas account for about 83 percent of all responses aligning with this model type. Model 2, the

decentralized network model headed by a public agency headquarters, includes only the public employment services of Denmark, Colombia, Mexico, and Switzerland. Finally, China had difficulties corresponding to one of the available categories in the 2014 survey, and thus had to be classified as a "residual model." However, it should be noted that in the 2011 survey China classified itself as a Model 3 case, that is, with the public employment service as a department of the Ministry of Labor with its own organizational line structures for service delivery.

According to the responses, a privatized service model is not being used anywhere. However, the Australian response (2011) and model principally resembles the item description: there is no single or particular public employment service agency, and employment services are provided by profit and non-profit organizations contracted by the Australian government through the Department of Education, Employment and Workplace Relations. Therefore, the Australian model can be summarized as a publicly regulated public employment service model based on strongly privatized (contracted out) service delivery.

Some other agencies were difficult to classify in the four organizational models offered, one of them being Denmark. In Denmark, the Ministry of Employment is responsible for employment policy guidelines and regulation, whereas the National Labor Market Authority (AMS) has overall responsibility for implementation and follow-up of employment policy measures. Employment services (Job Centers) are fully provided by the local authorities (municipalities). Indeed, the Danish approach, with its strong role of municipalities in labor market policy implementation, represents a distinct model. At the same time, Denmark's service is a public agency responsible to the ministry, with a decentralized network model for implementation.

Mexico was also a somewhat difficult case to classify. In 2014, Mexico classified itself as a variant of Model 2, that is, a public agency responsible to the ministry with a decentralized network model for implementation. In the 2011 survey, the public employment services was described as being part of the Ministry of Labor (Secretariat for Labor and Social Affairs), which has coordinated a network highly involved with local authorities (regional governments in 32 federal entities).

2.5.1.2 Public Employment Services' Management Boards

Another organizational feature of the public employment services model addressed in the survey is whether these agencies include a Management Board. In historical perspective, Management Boards can be traced back to the involvement of both worker and employer representatives in the first labor exchanges in Germany, Austria, and Sweden, as well as to the establishment of the so-called Ghent System of union-based and controlled unemployment insurance funds that spread quickly across Europe (Weishaupt, 2011, pp. 1f). The involvement of social partners in European labor administrations is thus common. A more recent reason for the involvement of social partners arose for new member states of the European Union after 2004 as part of the adoption of social dialogue institutions (Eurofound, 2013, p. 31). However, since less was known about the existence of Management Boards and the involvement of social partners and/or other actors in other world regions outside Europe, the WAPES-IDB survey included questions on this issue.

Prevalence of Management Boards

The 2014 survey found that 36 public employment services had a Management Board, which constitutes half of the sample. In the 2011 survey, 46 organizations (i.e., 71 percent of all respondents) said they had a board.[7] In Africa, the Middle East/North Africa, and Europe the prevalence of boards is fairly widespread (92, 100, and 68 percent of all responses in the respective regions in the 2014 survey). However, the prevalence of boards is low in the Americas (three cases, 13 percent) and Asia (one case, 13 percent). A similar pattern was reported in the 2011 survey.

Composition of Management Boards

Tripartite composition of the boards is most frequent (29 agencies, or 80 percent in the 2014 survey; 32 agencies, or 70 percent in 2011). It appears plausible that the European tripartite board model was adopted by the African and Middle East/ North Africa countries in the course of the founding phase of their labor administrations. By contrast, a comparable influence of European institutional models has apparently not been the case in Asian and American countries, where labor unions are, by and large, weaker in institutional terms.

Models other than tripartite member composition of the Management Board (such as bipartite composition) do not play a major role. In Croatia, the board is basically tripartite but also includes an unemployed person and a public employment service employee. In Ireland, board positions are publicly advertised and successful applicants appointed by the appropriate government department. In the United Kingdom, the Executive Board is comprised of state employees: employer and employee organizations are stakeholders of the wider department meant to influence policy creation, though not in a tripartite structure.

Importance of Management Boards

The role of the Management Board in Europe and Africa seems to be quite important, given the survey responses in 2014. The other regions can be ignored here due to the very low number of responses. The Management Board is considered very important, particularly in Europe, including involvement in policy design, budget allocation and shifts, and performance management. In Africa, the Management Board does not play as large a role in policy design as in Europe, but does play a similarly important role in budget allocation and performance management, and also in setting eligibility/targeting criteria for labor market policies (see Table 2.11; additional country information can be found in Annex A.3). It should be noted that the self-assessment of a strong role of social partners in policy design decisions in Europe is widely confirmed by another recent study (Eurofound, 2013, pp. 31-34). As this study correctly points out, however, a formally strong or institutionalized role of social partners in policy processes—such as membership on a Management Board—does not necessarily mean an effective role of social partners in addressing the policy issues in question (Eurofound, 2013, p. 37). Bearing this in mind, the results in Table 2.12 should be further qualified and evaluated against additional qualitative research by case studies and other analyses.

[7] Note that these differences in numbers and shares have to be traced back to the partly different participant/sample compositions of the two surveys. Moreover, there was a slightly different wording of the question in the two surveys. The 2011 survey asked about the existence of an "Administrative Board or a Supervisory Board," whereas the 2014 survey asked about a "Management Board."

Table 2.11
Importance of Management Boards in Europe and Africa, 2014

	Africa			Europe		
	Very important	Important	In percent of African responses	Very important	Important	In percent of European responses
Designing policies and programs	4	1	41.7	10	4	73.7
Budget allocation and budget shifts	8	3	91.7	13	4	89.5
Performance management	4	6	83.3	9	5	73.7
Purchase of services/outsourcing	0	4	33.3	7	6	68.4
Relationships with labor market actors in local economic development	3	4	58.3	4	5	47.4
Setting eligibility and targeting criteria for program participation	1	7	66.7	6	4	52.6

Source: WAPES-IDB 2014 Survey. Note: Development level is based on the respondent's self-rating.

2.5.2 Resource Capacity

Public employment services need sufficient resources to meet their objectives. Resources might include:

- A network of professional and well-equipped offices suited to the specifics of service delivery and accessible to service users, a particular challenge in remote rural areas
- A sufficient number of appropriately skilled staff assigned appropriate tasks and locations
- Funding streams that are both stable and flexible enough to enable the agencies to meet (changing) demands for their services and to deliver on their objectives.

The subsections that follow report, again on a worldwide scale, on the quantitative numbers of public employment service offices, the number of staff employed, and some basic features of agency funding levels and structure.

2.5.2.1 Number and Size of Offices

Given the diversity of countries worldwide in terms of spatial and labor force size, it comes as no surprise that there is a large variation in the total number of public employment service offices.

Table 2.12
Number of Total Public Employment Service Offices, 2011 and 2014

	2011		2014	
Number of Offices	**Number**	**In Percent**	**Number**	**In Percent**
1-9	16	24.6	12	16.4
10-49	12	18.5	23	31.5
50-99	11	16.9	6	8.2
100-299	9	13.8	16	21.9
> 300	10	15.4	9	12.3
Missing	7	10.8	7	9.6
Total	65	100	73	100

Source: WAPES 2011 Survey and WAPES-IDB 2014 Survey.

There are public employment services in small countries represented by just one office, just as there are large countries with huge numbers of offices. A special case is Australia, which responded (2011) as having 4,000 provider sites for Jobservice Australia (JSA) and Disability Employment Services (DES). However, these sites are not public employment service offices per se, and some of the services provided may be mobile or temporary.

More informative than the mere number of offices is some sort of standardization, such as the relationship between the number of offices and the labor force (active population) or the number of unemployed. It would also be interesting to know the average density of office networks in terms of spatial categories (e.g., offices by total country area, or office density or concentration in metropolitan vs. rural areas). However, this kind of spatial data were not available at the time of this writing. The presentation here is thus confined to the ratio of unemployed to the total number of offices (Table 2.14). This gives a rough estimate of the density of service delivery across the different countries. It is a somewhat artificial measure, since it cannot take into account functional differences of, for example, regional offices, which sometimes have control over operative and other functions. However, the indicator is relatively good proxy of service density groups, as the table reveals.

Table 2.13

Caseload Ratio I: Number of Unemployed per Office

Number of Unemployed per Office, Grouped	Number of Public Employment Services	Public Employment Services/Countries
200 – 1,000	5	France, Hungary, China, Germany, New Zealand
1,001 – 2,000	10	Czech Republic, Sweden, Belgium (VDAB), Slovenia, Philippines, Switzerland, Honduras, Moldova, Lithuania, Austria.
2,001 – 4,000	10	Croatia, Brazil, Ukraine, Thailand, Bahamas, United Kingdom, Benin, Cambodia, Denmark, Argentina.
4,001 – 8,000	12	Costa Rica, Australia, Uruguay, Panama, Serbia, Algeria, Japan, Armenia, Comoros, Albania, Belgium (Brussels-Actiris), El Salvador.
8,001 – 12,000	8	Suriname, Netherlands, Republic of Congo, Macedonia, Peru, Colombia, Dominican Republic, Vietnam.
12,001 – 25,000	10	Bolivia, Jamaica, Mexico, Burkina Faso, Barbados, Togo, Ecuador, Turkey, Paraguay, Guinea.
25,001 – 100,000	8	Cameroon, Chad, Central African Republic, Venezuela, Ivory Coast, Trinidad and Tobago, Niger, Guatemala.
>100,001	3	Democratic Republic of Congo, Mauritania, Chile
Missing Values	7	Belgium (Forem), Russia, Guyana, Morocco, Finland, Canada, Gabon.
Total	73	

Sources: WAPES-IDB 2014 Survey; World Bank, World Development Indicators; for Belgium, unemployed figures were taken from official records (websites information) of Actiris, Forem, and VDAB.

A group of 15 public employment services have a comfortable ratio up to 2,000 unemployed who have to be served by each office. This group includes mainly European agencies, but also agencies in the Asian-Pacific (New Zealand, China, Philippines), as well as Latin American countries of very different sizes (Argentina, Honduras). This sort of "top group" for this ratio is followed by a number of further groupings for which the ratio of unemployed per office steadily increases—that is each office is expected to serve a larger number of clients. The bulk of the 30 public employment services within the next three groupings (ranging from 2,001 to 12,000 unemployed per office) is again a mix of European, Asian-Pacific, and Latin American and Caribbean agencies, plus one agency from Africa (Republic of Congo). In other words, for these groupings of office ratios, there is a degree of world and regional diversity and not a concentration in particular regions. This is different for the remaining groupings that have high caseloads in terms of unemployed served per office (12,001 and far beyond). With the exception of Turkey, the public employment services with these unfavorable ratios come only from Africa, the Middle East/North Africa, and the Americas.

Table 2.14 presents an aggregate summary of the respective ratio per world region. Asia-Pacific and Europe have on average a similarly reasonable unemployed-per-office ratio, whereas for the other three regions a lower office caseload would be desirable.

Table 2.14
Caseload Ratio I: Number of Unemployed per Public Employment Service Office by World Region

	Mean	Standard Deviation	Number of Public Employment Services (Respondents)
Africa	34.977	38.477	12
America	38.872	108.068	22
Europe	3.965	4.707	22
Asia-Pacific	3.417	2.467	8
Middle East	197.009	271.935	2
Total	27.023	79.787	66

Sources: WAPES-IDB 2014 Survey; unemployment figures for 2013 come from the World Bank's World Development Indicators. Unemployed figures for Belgian agencies were taken from official records (website information) of Actiris, Le Forem, and VDAB.

2.5.2.2 Public Employment Service Staff Resources

Concerning the total number of staff, the differences across countries and agencies appear to be even larger than the differences concerning the number of offices (Table 2.15). In the 2014 survey, some 60 percent of responding public employment services had a small to medium number of employees, ranging between 1 and 500.[8] About a third were medium-sized in terms of employees, ranging between 501 and 5,000 staff. Larger staff numbers were less frequent.

Table 2.15
Total Number of Public Employment Service Staff, 2011and 2014

	2011	2014
Staff Number	Agencies	Agencies
1-100	14	19
101-500	12	16
501-2000	11	8
2001-5000	12	9
5001-10000	3	2
>100,001	7	4
Total	59	58

Source: WAPES 2011 Survey and WAPES-IDB 2014 Survey

[8] This has to do with the higher share of respondents from small states from the Caribbean and some Latin American countries. In the 2011 survey, the number and share of public employment services in this size range was smaller.

The simple size differences in numbers of staff (and of office types) do not inform about staff caseloads. At the same time, it is also true that caseload indicators can easily be misleading if not properly conceived. For instance, relating the caseload to average unemployment stocks may not tell much about a case manager's working situation other than reporting the number of new cases to be processed within a day or a week. There can also be significant differences in the target population in terms of problem level (e.g., easy-to-place vs. hard-to-place in a good or bad labor market context). Moreover, public employment services across the world still have different levels of development and complexity in the tasks they carry out, which holds true as well for their staff. For these and other reasons, any caseload indicators have to be interpreted with caution.

Bearing this in mind, the ratio of the number of unemployed to number of staff is presented here as a good proxy for the work or caseload of public employment service employees (Table 2.16).

Table 2.16

Caseload Ratio II: Number of Unemployed per Public Employment Service Staff by Countries

Number of Unemployed per Office, Grouped	Number of Public Employment Services	Agencies/Countries
1 - 100	11	Germany, France, Hungary, Sweden, Czech Republic, Austria, Switzerland, Belgium (VDAB), Finland, Belgium (Forem), China
101 - 300	9	Slovenia, Ukraine, Lithuania, Belgium (Actiris), Netherlands, Moldova, Croatia, Algeria, Republic of Congo
301 - 600	8	Cambodia, Turkey, Serbia, Benin, Vietnam, Albania, Ecuador, Macedonia
601 - 1000	10	Panama, Trinidad and Tobago, Armenia, Chile, Mexico, Argentina, Cameroon, Burkina Faso, Honduras, Barbados
1001 - 2000	8	Bahamas, Colombia, Uruguay, Comoros, Guinea, Ivory Coast, Morocco, Suriname
2001 - 5000	9	Central African Republic, Togo, El Salvador, Chad, Dominican Republic, Venezuela, Paraguay, Peru, Mauritania
>5001	8	Niger, Democratic Republic of Congo, Costa Rica, Jamaica, Guyana, Bolivia, Guatemala, Gabon
Missing Values	10	New Zealand, Philippines, Brazil, Thailand, United Kingdom, Denmark, Australia, Japan, Canada, Russia
Total	73	

Sources: WAPES-IDB 2014 Survey; Unemployment figures for 2013 come from the World Bank's World Development Indicators. Unemployed figures for Belgian agencies were taken from official records (website information) of Actiris, Le Forem, and VDAB.

In the "top group" of public employment services with a very favorable relation of unemployed to be served by one agency employee (relation up to 300:1), one finds the same countries that had a good unemployed per agency office ratio (see above). However, this group also includes a number of other public employment services from very different countries such as the Netherlands, Ukraine, Croatia, Algeria, and the Republic of Congo, among others. A relatively good ratio from our point of view is a staff caseload between 301-600 unemployed, which can be seen in the public employment services in countries from Southern and Eastern Europe, Asia, Africa, and Latin America. The successive groupings with less favorable ratios are dominated by agencies in Africa, the Middle East/North Africa, and Latin America and the Caribbean.

This finding is mirrored by the big differences in this staff caseload indicator in terms of world regions (Table 2.17). Again, Asia-Pacific and Europe show the most favorable ratios, while Africa and the Americas have the same less favorable mean of about 5,200 unemployed per public employment service employee.

Table 2.17

Caseload Ratio II: Number of Unemployed per Public Employment Service Staff by World Region

Region	Mean	Standard Deviation	Number of Agencies (Respondents)
Africa	5.239	10.197	13
Americas	5.180	8.433	22
Europe	170	189	22
Asia-Pacific	282	172	3
Middle East/North Africa	2.138	2.057	3
Total	3.064	7.094	63

Sources: WAPES-IDB 2014 Survey; unemployment figures for 2013 are from the World Bank's World Development Indicators; unemployed figures for Belgian agencies were taken from official records of Actiris, Le Forem, and VDAB.

2.5.2.3 Budget and Funding Structures

This subsection first looks at how the budget for labor market policies is composed in terms of different funding sources (Tables 2.18, 2.19, and 2.20). From a fiscal point of view, the funding structure may influence the stability of funding over time (e.g., public funding is somewhat less prone to procyclical effects than insurance-based funding; see Schmid and Reissert, 1996), and the funding structure may also affect the type and quality of services provided due to political stakeholders effects. By exploring the institutional diversity of public employment service funding structures, we provide the foundation for more detailed analysis of these and other issues. The second perspective in this subsection is the consideration of relative budget shares of program types, providing indirect hints about policy preferences in different public employment services.

Table 2.18
Funding Combinations for Job Placement

Countries	Combinations of Funding Sources
Public employment services with one funding source	
Australia, Barbados, Benin, Bolivia, Burkina Faso, Chile, Comoros, Czech Republic, Ecuador, Gabon, Guatemala, Guyana, Honduras, Hungary, Ivory Coast, Japan, Mauritania, Moldova, Morocco, Netherlands, New Zealand, Niger, Panama, Suriname, Sweden, Trinidad and Tobago, United Kingdom (n=27)	Public funding (national level)
Belgium-VDAB, Belgium-Forem	Public funding (regional level)
Central African Republic	Private sector funding
Austria	Contributions to unemployment insurance
Public employment services with two funding sources	
El Salvador, Slovenia	Public funding (national level) and other sources
Costa Rica	Public funding (national level)and NGOs
Cambodia, Jamaica, Peru, Togo	Public funding (national level) and donors
Congo, Democratic Republic of	Public funding (national level) and customer fees
Macedonia, Serbia, Turkey	Public funding (national level), contributions to unemployment insurance
Bahamas, Denmark, Uruguay	Public funding (national and local level)
China, Mexico	Public funding (national and regional level)
Public employment services with three funding sources	
Dominican Republic	Public funding (national), NGOs, and other sources
Armenia, Brazil, Finland	Public funding (national, regional, and local levels)
France	Public funding (national), unemployment insurance, and other sources
Philippines	Public funding (national and local level) and private sector funding
Belgium-Actiris	Public funding (national and regional level) and other sources
Congo, Republic of	Public funding (national and regional level) and private sector funding
Switzerland	Public funding (national and regional), unemployment insurance

Public employment services with four funding sources	
Cameroon	Public (national, regional and local level) and private sector funding
Albania, Paraguay	Public funding (national, regional, and local level) and donors
Public employment services with five funding sources	
Croatia	Public (national, regional, local level), donors, private sector funding
Colombia	Public (national, regional, local level), customer fees, private sector
Germany	Public funding (national, regional, and local level), contributions to unemployment insurance, and other sources

Source: WAPES-IDB 2014.
Note: No valid responses for Algeria, Argentina, Canada, Chad, Guinea, Lithuania, Russia, Thailand, Ukraine, Venezuela, and Vietnam (n=11).

Looking at funding sources, public funding clearly dominates. The most frequent type is national public funding, but regional and local public sources play a role as well. Public funding is often combined with other sources, ranging from contributions to unemployment insurance to private sector financing, donors, and customer fees (Table 2.18). Even though one and two funding sources cover public employment services in most of the countries surveyed, there are also a considerable number of services that have between three and five different funding sources.

The combinations of funding sources may sometimes vary depending on the specific policy area. For example, the funding for job placement and ALMP shows more or less similar patterns. However, for a number of countries, there are some differences in the funding patterns. For example, Austria uses regional and local public funding for ALMP, but not for job placement, and Costa Rica includes donors and private sector funding for ALMP (in addition to public funding), but not for job placement.

A special case is administration and management of unemployment benefits, for which public employment services are responsible in only a small group of 25 countries among the survey sample (Section 2.2 above). Tax-funded systems are the most common, and there are only a few solely contribution-based (insurance-based) systems (Table 2.19).

Table 2.19
Funding Combinations for Management of Unemployment Benefits

Countries (n=21)	Combinations
Public employment services with one funding source	
Austria, Brazil, France, Netherlands	Contributions to unemployment insurance
Czech Republic, Ivory Coast, Japan, Moldova, New Zealand, Slovenia, Turkey, United Kingdom, Vietnam (n=9)	Public funding (national level)
Public employment services with two funding sources	
Croatia	Public funding (national level) and other sources
Canada, Macedonia, Serbia	Public funding (national level) and contributions to unemployment insurance
Public employment services with two funding sources	
Switzerland	Public funding (national and local level) and contributions to unemployment insurance
Albania	Public funding (national, regional, and local level)
Public employment services with four funding sources	
Denmark	Public funding (national and regional level), contributions to unemployment insurance, and customer fees
Public employment services with five funding sources	
Germany	Public funding (national, regional and local level), contributions to unemployment insurance, and other sources

Source: WAPES-IDB 2014 Survey.
Note: No responses for three public employment services; not applicable for 49 others.

Still another perspective on budgeting is the relative budget shares of program types related to the operational budget. As can be seen in Table 2.20, program priorities differ widely across countries. There are a number a public employment services that spend most of the budget at their operational disposal on ALMP, while others focus their spending on job placement. However, for some of the respondents it might have been difficult to draw a proper distinction between job placement and ALMP funds, so the figures displayed in the table should be taken as indicative rather than definitive.

Table 2.20
Budget Shares of Program Types in Percent of Operational Budget

Countries	Job Placement	Labor Market Information	ALMP	Unemployment Benefits	Other Benefits	Labor Migration	Other Measures	Total
Germany	0	0	27	50	0	0	23	100
Guinea	0	60	40	–	–	–	–	100
Belgium-Forem	1	0	99	–	–	0	–	100
Brazil	1	1	1	66	30	0	1	100
Netherlands	2	1	2	27	68	0	–	100
Costa Rica	2	–	98	–	–	0	0	100
Chile	4	–	96	–	–	–	–	100
Hungary	6	3	75	15	–	1	–	100
Cameroon	8	6	86	–	–	0	0	100
Turkey	8	8	79	5	–	–	–	100
Bolivia	10	7	80	–	–	3	–	100
Benin	10	20	50	–	15	5	–	100
Mauritania	10	20	70	–	–	0	–	100
Albania	20	3	7	66	1	2	1	100
Denmark	20	5	30	15	20	5	5	100
Morocco	30	0	67	–	–	3	–	100
Philippines	30	10	40	–	–	10	10	100
Congo, Republic	30	20	40	–	10	–	–	100
Ivory Coast	30	30	30	10	–	–	–	100
Switzerland	36	3	45	15	–	1	–	100
Barbados	40	–	20	–	–	40	–	100
Togo	42	3	54	–	–	1	0	100
Trinidad and Tobago	50	5	5	–	–	20	20	100
China	50	20	20	10	–	0	–	100
Paraguay	50	30	20	–	–	–	–	100
Guyana	50	40	10	–	–	–	–	100
Guatemala	54	44	0	–	–	2	–	100
Peru	54	–	46	–	–	0	0	100
Belgium-VDAB	60	14	16	–	6	3	1	100
Congo, Dem. Rep.	60	20	20	–	–	–	–	100
Ecuador	60	20	20	–	–	–	–	100
Comoros	60	40	0	–	–	0	–	100
Venezuela	64	13	–	–	–	5	18	100
Gabon	80	–	20	–	–	0	0	100
Honduras	100	–	0	–	–	–	–	100
Vietnam	–	15	10	15	–	0	60	100

Source: WAPES-IDB 2014 Survey. Note: n=36 valid responses.
The payment of unemployment benefits in Turkey are allocated to other sources and in 2014 they amounted to 790 million US dollars approximately (exchange rate for May 2014).

2.6 Summary

This section has presented key findings of the WAPES-IDB 2014 Survey. On a worldwide scale, most public employment services provide the same key services: job brokerage, active labor market policies, and labor market information. Beyond this basic commonality, the agencies differ rather widely in their institutional integration of employment services. A special case is unemployment insurance schemes, which do not exist everywhere in the world and are not necessarily managed by public employment services. The management of unemployment benefits schemes by public employment services is found mostly in Europe.

In terms of policy measures, various instruments are prevalent throughout the world, including personal job search interviews, direct offers of vacant jobs to job seekers by public employment services staff or classic support measures for employers. Other instruments are less widespread, including customer segmentation of employers or profiling of unemployed job seekers. These differences likely are related to some extent to different policy traditions and choices, and to some extent to different stages of institutional development of the public employment services in different countries. However, even though analysis of policy implementation and the quality of measures was beyond the reach of this study, it can certainly be said that many public employment services from different regions of the world provide quite different sets of the most important and typical services needed and demanded. In this sense, many public employment services seem to have reached a certain level of institutional integration and coherence—an issue that was raised at the outset of this chapter.

Despite the fact that many kind of instruments are offered by many public employment services in one form or another, there are big differences in terms of the institutional maturity of these services. Whether one looks at core services (job brokerage, ALMP, labor market information) or cross-sectional topics (ICT, human resource management, partnerships), institutional development levels differ significantly across regions of the world. Without taking away from the significant efforts and progress of public employment services, the analysis finds that most development needs are found in Africa and Latin America and the Caribbean. The typology of services and development level presented in this chapter provides a rough mapping of the diversity and differences across public employment services worldwide, but should not be mistaken as benchmarking or as a qualitative assessment of the performances of these services.

In terms of organization and capacity, public employment services across the world are also characterized by diversity. However, there are two dominant types in terms of legal construct and service delivery structure: the public agency model with own-service delivery structures, and the ministerial department model with either internal or external service delivery structures. Management Boards (which are in most cases based on tripartite structures) have considerable importance for policy decisions as well as other subjects in quite a number of European and African countries, but are not important in the Americas or the Asian-Pacific region.

Another major difference in public employment services across the world concerns the number and size of offices and staff. The analysis of caseloads confirms rather good resource capacity for the Asian-Pacific and European countries, and less favorable resource capacity for the other world regions.

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3

Getting Governance Right:

Improving Outcomes through Better Local Implementation

3.1 Introduction

The design and delivery of labor market policy involves a complex web of stakeholders—from national policymakers whose objectives are to ensure national labor market efficiency, to frontline staff charged with helping clients directly in front of them find a job, to economic development practitioners seeking to show businesses that they will be able to find the workers they need in the local labor force. The right governance mechanisms to delineate decision-making and accountability can ensure that the implementation of labor market policies contributes to meeting all of these objectives. But too often, poorly designed governance mechanisms actually inhibit effective implementation, especially at the local level.

This chapter starts with Box 3.1, which defines key terms that will be used in the discussion. It then examines two key aspects of governance: how local flexibility can lead to improved outcomes, and the importance of integrated work between public employment services and other stakeholders, particularly at the local level. The first aspect is one of vertical governance (the relationship between national, regional, and local actors), while the second is an aspect of horizontal governance (the relationship between stakeholders working at a given governance level). For both of these issues, attention is paid not only to the benefits of such an approach, but also the trade-offs.

The chapter then summarizes the key findings on these topics from the WAPES-IDB 2014 surveys using examples from a number of countries as illustrations. Finally, the chapter closes with guidelines for how national and local stakeholders can make the most of enhanced local flexibility and a more integrated way of working.

Box 3.1
Definitions of Key Terms

Flexibility: This refers to the possibility of adjusting policy at its various design, implementation, and delivery stages to better adapt it to local contexts, actions carried out by other organizations, strategies being pursued, and challenges and opportunities faced. In other words, flexibility refers to the latitude that exists in the management of public employment service policies and services, rather than the flexibility in the labor market itself (Giguère and Froy, 2009).

Local: This refers to the level of local labor markets, also known as "travel to work" areas. A travel to work area is an area within which the population would generally commute for the purposes of employment. It is at this level that local policymakers are best positioned to connect with local businesses, sectors and clusters, nongovernmental organizations, and community groups. In previous OECD research on this topic, offices operating in areas with populations of 800,000 or less were considered to be working at the local level (Giguère and Froy, 2009). However, this survey did not include such a definition, so respondents may have interpreted the term "local" differently.

Vertical governance: In the context of multi-level governance, vertical governance refers to the relationship between higher and lower levels of governance, whether within the same institution or between government levels (e.g., the national, regional, and municipal levels).

Horizontal governance: Horizontal governance refers to the relationship between actors working at the same governance level, typically across sectors and/or policy areas.

3.2 Vertical Governance: Injecting Local Flexibility to Achieve Better Labor Market Outcomes

Local labor markets vary significantly in terms of their business base, the skill level of the workforce, and the particular barriers that people face in accessing employment. Therefore, the staff of local public employment services face very different opportunities and challenges in helping their clients achieve labor market success. Strategies that work in one area may not work well in another, and even in a context of overall macroeconomic improvements, some local areas may be left behind because of their industrial and skill composition. With sufficient local flexibility, local actors are able to tailor their strategies and approaches to be relevant to the specific economic and labor market contexts in which they are working.

Additionally, in the context of the recent economic downturn and the longer-term structural challenges within the global economy, actions taken by public employment services will not be sufficient to create jobs and boost productivity unless they are effectively integrated with economic development strategies. The local level is where these policy areas can most directly be integrated and coordinated. However, without

each of these actors having the ability to adjust programs and policies to meet local needs, there is a risk that these collaborations will amount to no more than lip service, without effecting any meaningful change. The OECD (2014a) looked at the implementation of employment and skill policies across 12 countries and found a positive relationship between high flexibility and strong policy integration and collaboration at the local level.

However, local flexibility should not be seen as a panacea, as it also has drawbacks and trade-offs (Froy et al., 2011; Weishaupt, 2014). For starters, a sufficient level of local capacity is needed to ensure that local flexibility enhances rather than diminishes strategy development and service delivery. Additionally, local flexibility can exacerbate perceived or real inequities in the quality and type of services available across local areas. Without sufficient structures in place to promote sharing and learning across local areas, these areas may be constantly reinventing the wheel or duplicating work that has already been done elsewhere. A lack of economies of scale—for example, in outsourcing—can also be a challenge. Thus, efforts to promote flexibility must be balanced against these potential trade-offs.

3.2.1 Strategic Flexibility: Definition and Dimensions

Strategic flexibility refers to the ability of public employment service actors working at the local level to develop strategies and customize policies and programs that respond specifically to local labor market conditions.[1] The OECD has identified a number of different dimensions that are relevant to consider when examining strategic flexibility in public employment services (Froy and Giguère, 2009):

Designing policies and programs: Do subregional offices have any input into the design of policies and programs? Are they consulted? Can they influence the program mix and adapt design features of programs, including target groups, or are these largely centrally determined? Can local public employment service offices implement programs outside the standard program portfolio? Do they design local employment strategies?

Allocating budgets: Do subregional actors have flexible global budgets or line item budgets for active measures? To what extent can they allocate resources flexibly between budget items for active measures?

Setting eligibility and targeting criteria: Can local offices decide on the target groups for their assistance locally or do programs already specify particular target groups?

[1]Strategic flexibility should not be confused with operational flexibility. Operational flexibility refers to the leeway given to individual case officers to decide on the interventions used to serve an unemployed client. For example, in a system with operational flexibility, a provider would be able to determine the package of services that would best serve a particular client, from facilitated self-services to different types of training and intensive counseling. While operational flexibility is an important aspect of providing relevant and tailored services to individual clients, this chapter is more concerned with strategic flexibility. See OECD (2014a).

Performance management: To what extent are organizational goals and targets centrally determined? Do they allow room for subregional goals and hence flexibility in adapting goals to local circumstances? Are targets and indicators hierarchically imposed or negotiated with regional and local actors and harmonized with broader local economic strategies? Is performance assessment based solely on quantitative criteria?

Managing networks of local development policies/collaboration: Are local offices free to participate in partnerships, and do they collaborate with other actors? Can local offices decide who they collaborate with locally?

Outsourcing: Are local offices responsible for outsourcing services to external providers? Can they influence the terms of reference of contracts with service providers?

Box 3.2
Distinguishing between Flexibility and Decentralization

In assessing the degree of local flexibility in public employment services, it is important not to confuse flexibility and political decentralization. The process of incorporating flexibility goes beyond the political issue of the distribution of powers between central and regional governments, as a devolved political context is not necessarily conducive to greater flexibility at the local level. Countries that are federated states or have undertaken reforms to devolve power to the regional level show a high level of subnational flexibility in implementing labor market policy, but this flexibility is not necessarily passed down to the local level (Froy and Giguère, 2009).

Depending on the governance context, strategic local flexibility can actually be operationalized in a number of different ways (Mosley, 2011). One way is indeed through political decentralization (delegation of responsibility from the national level to the regional, state, or municipal levels of government), but this is not the only way to incorporate local flexibility into labor market policy. With managerial or administrative decentralization, regional or local offices within public employment services can be given increased flexibility for the management dimensions described above. Additionally, these forms of decentralization are not mutually exclusive, and local flexibility may actually be the result of a combination of the two.

For the purposes of this chapter, the structure and process of decentralization is less of a focus. The more critical question is whether public employment service actors working at the national and regional levels allow flexibility for actors working at the local or subregional levels, regardless of what form this decentralization takes.

3.3 Horizontal Governance: Working across Policy Areas to Tackle Local Challenges

As described above, a key argument for injecting flexibility into employment services is to facilitate integrated work across policy areas. Historically, employment services' main goals were to ensure that labor markets function efficiently and to develop the employability of the most excluded (Giguère, 2008). But, as the availability of a highly skilled and adaptable workforce has become an increasingly important part of firms' decisions to locate and remain in an area, public employment services are increasingly being called upon to contribute to more general local economic development and human capital concerns. Table 3.1 provides more detail on the importance of policy integration and integrated work, particularly at the local level.

Table 3.1
Why Is Integrated Work Needed?

Responding to increasing complexity	Many of the issues facing national and local governments—from unemployment to raising the quality of jobs and fostering innovation—are complex and interdependent. They cannot be solved by a single agency or ministry, and rather require an integrated approach.
Minimizing duplication and filling service gaps	Duplication of services at the local level can be both frequent and wasteful, while other issues and services can fall between the cracks of various organizational units. Local stakeholders are best positioned to have an overview of the policy and program interventions at the community level, enabling them to spot and address these inefficiencies.
Identifying shared priorities and strategic objectives	Effectively addressing the challenges facing local communities can require a significant investment of resources, as well as a nuanced understanding of the root causes of labor market exclusion. When services come together at the local level, these root causes can be better identified, and resources can be pooled to achieve the critical mass needed to address them.
Building social capital	The benefits of integrated work are not evident just in the broader strategies and initiatives developed, but also in the social capital built between local stakeholders. Knowing the right people at the right organizations (even without formal partnerships or agreements) can help to solve day-to-day administrative and bureaucratic challenges. Additionally, informal networks can also help spread innovation and ideas.
Developing horizontal accountability	Finally, horizontal accountability can emerge from more integrated work, helping to offset some of the vertical accountability challenges in a more flexible or decentralized system.

Source: Adapted from OECD (2010).

While all governance levels can play a role in better integrating policy, in the European context research suggested that the local level is the main location of partnerships between public employment services and other actors because of an approach that "prioritizes the proximity of the policymakers to the problems, and reflects a natural propensity for multidimensional methods to be used at the local level, where the different dimensions are closer at hand and more easily identified and tackled in an integrated way than at the national level" (European Job Mobility Laboratory, 2011). Additionally, OECD (2010) research has shown that co-ordination at the national level does not always translate to on-the-ground policy integration, and the OECD emphasizes the importance of local actions (OECD, 2010).

Working in an integrated way is not without challenges. A myriad of ministries, public agencies, and private and non-profit organizations work in the areas of employment, skill training, and economic development. In practice, navigating the confusing and often overlapping institutional context can be a challenge for actors at any governance level. Additionally, policy silos remain a pressing issue in many countries. Employment offices, economic development agencies, and local training institutions have historically worked separately from each other, following different policy objectives, working in different time frames, and serving different geographic boundaries. As shown earlier in this chapter, the limited flexibility of local public employment service offices sometimes translates into their engagement in partnerships being more talk than action, as opposed to creating genuine collaborative working relationships on the ground. In the face of these barriers, forging successful collaborations can take a significant investment of time and resources. In fact, some local stakeholders do not pursue an integrated approach because the perceived costs outweigh the perceived benefits.

Finally, it is important to note that there is not a direct relationship between formality of partnerships and effectiveness of work, as there are costs and benefits related to both too much and too little formality. In some cases, formal partnerships and committee arrangements may actually serve to dissipate energy (OECD, 2010). What is just as important, if not more, is developing a shared understanding of local opportunities and challenges, building mutual trust between actors, and galvanizing support to work together when needed. At the other end of the spectrum, too much informality can also be a challenge, as these relationships need to be built not just between individuals, but also at the institutional level to help ensure their sustainability.

3.4 The State of the Field: Survey Results and Illustrative Examples

The results of the WAPES survey shed some light on these key governance issues as well as on local level capacity. More specifically, this section looks at the results of the survey in terms of:

(1) Capacity at the local level, including staff and data availability
(2) Level of flexibility across key management dimensions
(3) Public employment service engagement with other local stakeholders

Note that while the survey results are helpful in providing a broad snapshot of the state of public employment in these areas, the breadth of the survey prevented the inclusion of sufficiently detailed questions that would allow for an in-depth analysis of governance for any given country. Rather, this section is intended as an initial step toward expanding the comparisons of flexibility and integrated work already under way in many OECD and European countries (Giguère and Froy, 2009; OECD, 2014a; Mosley 2011; Weishaupt, 2014; European Job Mobility Laboratory, 2011) to a broader range of countries. Where relevant, more specific country examples have been used to help illustrate survey findings and provide examples of promising approaches.

3.4.1 Most Public Employment Services Are Working Locally—But Not Always with Sufficient Capacity

Almost 80% of countries (58 out of 73 valid responses) reported having local offices (either local organizational units of the public employment service or local agencies under ministerial control or joint control of public employment services and municipalities). Africa had the lowest rate of countries reporting having local offices, but all regions had at least one respondent without local offices.[2]

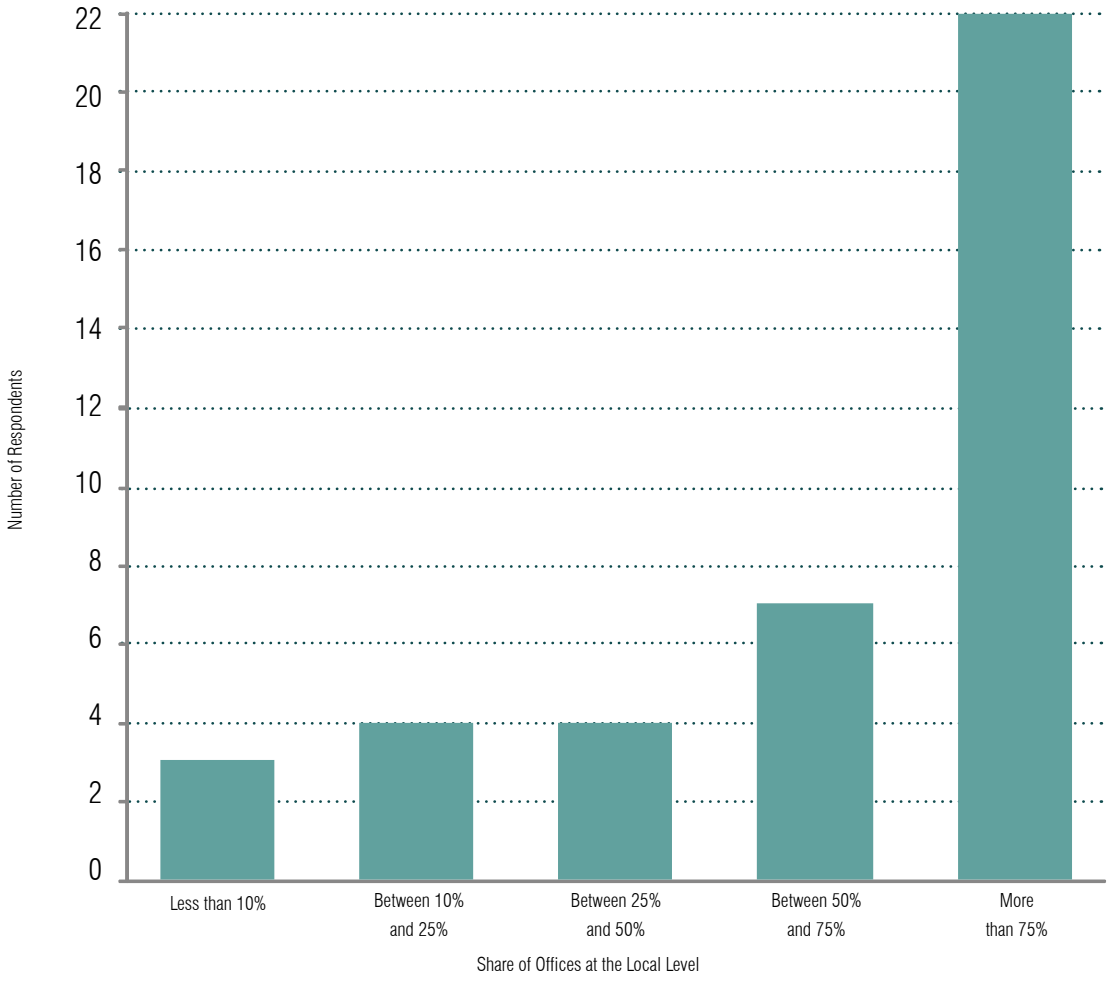
Table 3.2
Presence of Local Offices by WAPES Region

Africa	Americas	Europe	Asia-Pacific	Middle East/ North Africa
Benin	Argentina	Albania	Cambodia	Morocco
Cameroon	Bahamas	Armenia	Japan	
Central African Rep.	Barbados	Austria	Philippines	
Congo, DR of	Bolivia	Belgium (Flemish Region)	Vietnam	
Gabon	Brazil	Belgium (Walloon Region)	China	
Guinea	Canada	Croatia		
Togo	Colombia	Czech Republic		
	Costa Rica	Denmark		
	Dominican Republic	Finland		
	Ecuador	France		
	El Salvador	Germany		
	Guatemala	Hungary		
	Honduras	Lithuania		
	Jamaica	Macedonia		
	Mexico	Moldova		
	Paraguay	Netherlands		
	Peru	Russia		
	Suriname	Serbia		
	Trinidad and Tobago	Slovenia		
	Uruguay	Sweden		
	Venezuela	Switzerland		
		Turkey		
		Ukraine		
		United Kingdom		
n=7	n=21	n=24	n=5	n=1

Source: WAPES-IDB 2014 Survey 2014.
Note: Table includes respondents that reported having local organizational units (public employment services) for service delivery or local (public) agencies under ministerial control (including local agencies under joint responsibility of public employment services and municipalities).

Not all countries with local offices reported on the number of offices operating at each level. Of those that did (40), 27.5% (11) reported that less than half of all their offices operated at the local level (Figure 3.1).[3]

Figure 3.1
Local Offices as a Percentage of All Offices



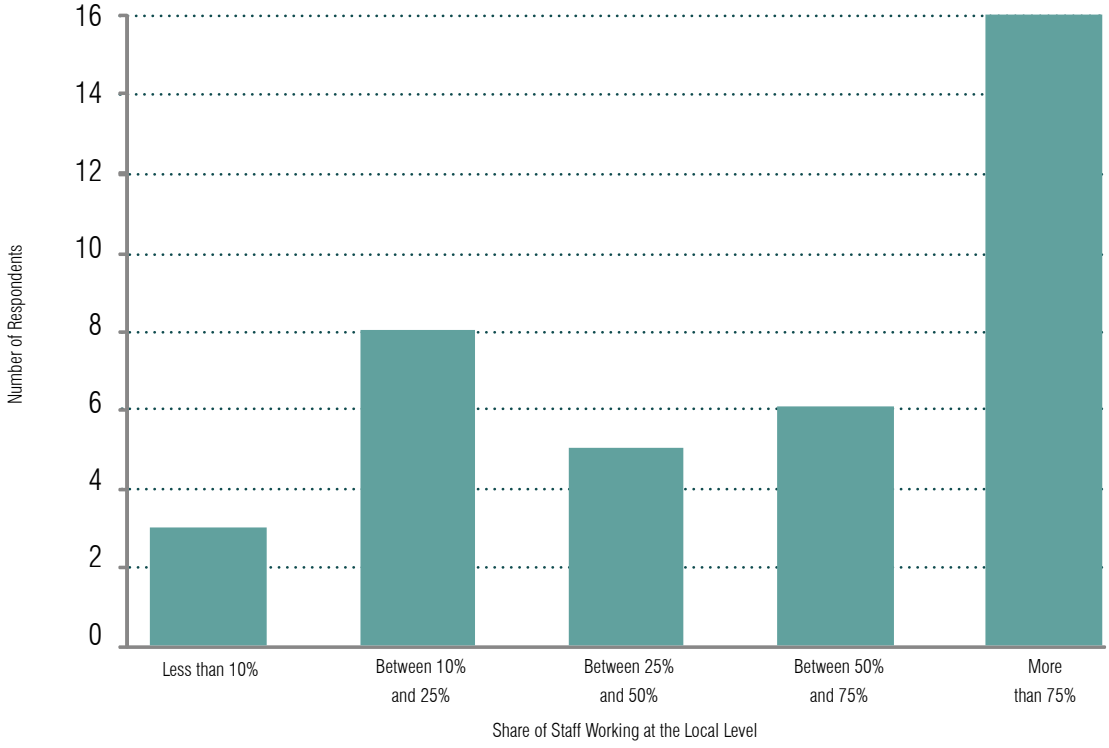
Source: WAPES-IDB 2014 Survey.
Note: Table shows the number of local public employment service offices/agencies (full service units) as a percent of total number of public employment service offices/agencies.

The number of staff working at the local level is also an indicator of capacity. Among countries with local offices that reported on the number of staff (n=38), 11 countries reported having less than 25% of staff working at the local level, while 16 reported having more than 75% of their staff working at the local level (Figure 3.2).

[2] This does not necessarily imply that there are no local-level actors delivering services. For example, some respondents reported not having a local organizational level, but having branch offices that operate at the local level (e.g., the Brussels Capital Region and New Zealand). In Australia, the lack of local offices can be explained by the fact that the federal Department of Education, Employment and Workplace Relations contracts out public employment services to private providers.

[3] Note that this does not include branch offices/agencies within/of local public employment service offices (subunits, full-service units, or restricted services). Such offices are often merely delivery agencies with low critical mass and strategic capacity, except in urban centers (Giguère and Froy, 2009).

Figure 3.2
Share of Staff Working at the Local Level



Source: WAPES-IDB 2014 Survey 2014.
Note: Number of full-time equivalent staff working in local offices as percent of total number of public employment service staff. Results include only countries that reported having local offices and that reported the number of staff.

The ability for local actors and partnerships to adequately tailor services to local employment conditions is shaped by the availability of adequate and timely local level data. Local data can also stimulate effective local partnerships, acting as a catalyst for action. In the 2014 survey, 70% of respondents with local offices (38 out of 54 valid responses) reported that they produce local data. This is compared to 86% preparing national data (48 out of 56 valid responses) and 70% preparing regional data (37 out of 53 valid responses).

Table 3.3
Collection and Dissemination of Labor Market Statistics at Local Level/Units

Africa	Americas	Europe	Asia-Pacific	Middle East/ North Africa
Benin	Argentina	Albania	Cambodia	Morocco
Cameroon	Bahamas	Armenia	Japan	
Guinea	Dominican Republic	Austria	Philippines	
	El Salvador	Belgium (Flemish Region)	Vietnam	
	Guatemala	Belgium (Walloon Region)	China	
	Jamaica	Croatia		
	Trinidad and Tobago	Czech Republic		
	Venezuela	Denmark		
		Finland		
		France		
		Germany		
		Hungary		
		Lithuania		
		Macedonia		
		Moldova		
		Netherlands		
		Serbia		
		Slovenia		
		Sweden		
		Turkey		
		United Kingdom		
n=3	n=8	n=21	n=5	n=1

Source: WAPES-IDB 2014 Survey.
Note: Only respondents with local offices included.

However, no information was available on the quality of this data or the frequency at which it is updated or used in program planning and delivery. As discussed in the conclusion of this chapter, past research suggests a need to improve the quality and quantity of this data collection.

Overall, capacity at the local level is somewhat mixed. While some respondents appear to have a critical mass of offices and staff working at the local level—as well as access to relevant disaggregated data—about 20% of respondents reported not having a local organizational level. Thus, situations vary in terms of local offices having the staff capacity to effectively deliver services and employ the flexibility needed to tailor programs and integrate work. This suggests that for a number of countries, general capacity-building at the local level may need to precede developing local flexibility or encouraging integrated work.

3.4.2 Local Flexibility Varies Significantly across Regions and Management Dimensions

The survey asked respondents to rank the "relative level of autonomy of each public employment service governance level" on a number of dimensions and indicators. For the purposes of this analysis, "very high" or "rather high" autonomy indicated a high level of flexibility at the applicable governance level. A large number of potential respondents did not respond to these questions (the number of responses ranged from 32 to 48 depending on the dimension), either indicating that the local level was not applicable or respondents did not have the relevant evidence to provide a reliable answer. Thus, these results should be interpreted with some caution.

The only country in the Middle East/North Africa region that reported having a local organizational level was Morocco, and it reported having flexibility only for two dimensions (performance management and outsourcing). Considering this, trends for this region specifically could not be analyzed. However, other research on public employment services in the Middle East and North Africa suggest some place-based targeting of programs, with programs to target labor demand (i.e., public works and entrepreneurship assistance) focused on rural areas and programs to encourage formal wage employment (vocational training, wage subsidies, and employment services) focused on urban areas (Angel-Urdinola, Kuddo, and Semlali, 2012).

In terms of specific countries, Finland, Flanders (Belgium), and Denmark had the overall highest level of local flexibility.[4] They all reported a rather high or high level of autonomy at the local level on each of the six dimensions. Benin, Vietnam, the Dominican Republic, Paraguay, Uruguay and Sweden each reported a high level of local flexibility[4] for five of the six dimensions.

In Flanders, for example, the VDAB (the public employment services agency) has moved toward a more flexible employment services model over the past five years. A board of provincial directors takes decisions autonomously, developing provincial business plans within the framework of the plan for the entire Flanders region. With regard to budget management, local employment offices have the ability to devote about 20% of their budget envelope to locally-designed strategies (OECD, 2014b). Finland, on the other hand, has historically had a highly decentralized system, but it is currently undergoing reforms to "recentralize" the system in order to balance high levels of local flexibility with improved efficiency and oversight (Weishaupt, 2014). The case of Denmark is discussed further below.

Other OECD research has also found a particularly large degree of local flexibility in the United States (roughly equivalent to the level of flexibility in Flanders).[5] One method that has been used for incorporating flexibility is the use of "waivers." States can apply for exemption from specific regulations of federal labor market policy if these regulations prevent them from responding in effective and innovative ways to the needs of job seekers and employers (OECD, 2014c). The local areas in these states then enjoy the same flexibility. Waivers were available in a number of areas, including allowing more flexibility in determining an employer's contribution for Workforce Investment Act (WIA) incumbent (i.e., employed) training, permitting local areas to use a portion of WIA Adult and Dislocated Worker local funds for incumbent worker training,

[4] Guinea also reported a high level of flexibility, but only reported having one full-service local office.
[5] The United States was not among the countries responding to the WAPES survey, so direct comparisons could not be drawn.

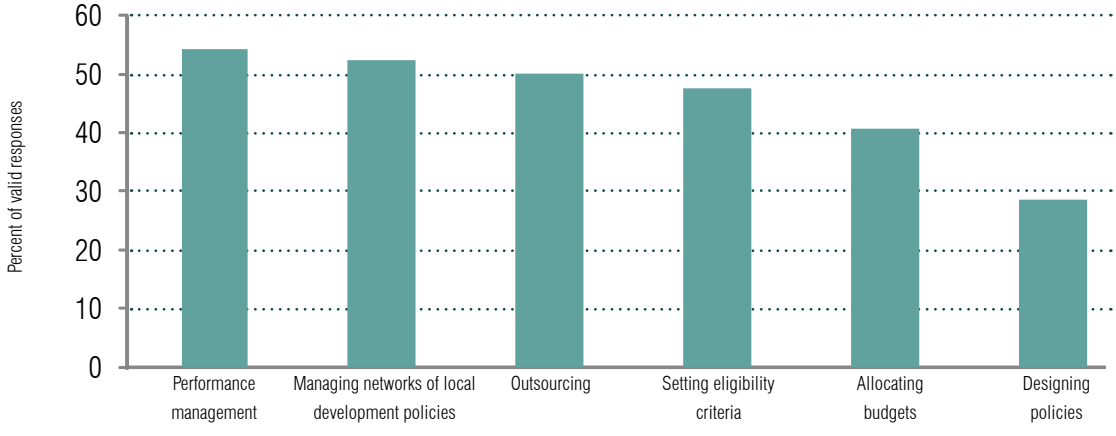
and increasing the allowable transfer amount between WIA Adult and WIA Dislocated Worker funding streams to a local area. Under the Working Innovation and Opportunities Act, which is the new U.S. workforce development legislation, many aspects of flexibility allowed through waivers have been codified into law.

The OECD (2014a) also found relatively high levels of flexibility in Canada, the Czech Republic, and Korea. In Quebec, Canada, local employment centers are provided with considerable autonomy from the provincial level in determining how to target employment and training programs to local client groups within a flexible funding pool allocated from the regional employment office. In the Czech Republic, regional offices can move over 15% of their budget line with prior approval from the Directorate General of the Labor Office. Since 2008, several national government departments in Korea, including the Ministry of Employment and Labor, have facilitated greater local flexibility in order to induce the participation of labor and business leaders in strategies to tackle urgent local issues such as local job creation and human resource development.

Within the survey results, there was a relatively high level of correlation between regional and local flexibility. Taken at face value, these findings suggest that when subnational actors are given flexibility, it is not given either to regional or local actors, but rather to both. In addition, local flexibility was actually higher than regional flexibility along two dimensions: performance management and outsourcing. However, the differences between regional and local flexibility were not pronounced, and these results may be affected by variations in how respondents interpreted regional and local within their own national contexts.

Denmark is one of the exceptions to this finding. Here, the local level has considerable flexibility, with less flexibility at the regional level. This finding can be interpreted within the context of 2007–2011 reforms of local and regional governments and the public employment service in Denmark, which included merging the previously separate national and municipal employment service systems into one system. Now, all employment services are delivered at the municipal level, with a focus on local labor market targeting. The regional level of the public employment service is predominantly a mechanism for supporting local offices, rather than a stand-alone governance level (Froy et al., 2011; Weishaupt, 2014).

Figure 3.3
Level of Local Flexibility



Source: WAPES-IDB 2014 Survey.
Note: Respondents reporting a "very high" or "rather high" level of autonomy at the local public employment services governance level. Only those with local offices are included.

Looking at specific dimensions, local level flexibility was reported to be highest in performance management and managing networks of local development policies (Figure 3.3). For each, over 50% of countries reported that the local level has high flexibility. It was lowest for designing policies and programs.[14] The section that follows more closely examines each dimension in terms of flexibility, starting with the dimension where local areas have the most flexibility and moving to those with the least.

Performance management (48 valid responses). Local-level flexibility was highest for this dimension (54%, n=26). This flexibility can take several forms, including local areas setting their own targets and/or negotiating targets with higher tiers of government. The highest level of flexibility in performance management was found in Europe, and the lowest in the Americas. (Morocco reported that the local level had a rather high or very high level of local autonomy for this dimension. However, because this is the only country from the Middle East/North Africa region, this figure may not be representative of the region more broadly).

Managing networks of local development policies (44 valid responses). Over half (52%, n=23) of countries reported that the local level had flexibility in managing networks of local development policies. Here, European countries reported the highest rate of flexibility, although in general differences by WAPES region were less prevalent for this dimension than for some of the others. France is somewhat of an exception here in that it reported having little flexibility at the local level. Since 1998, the type of collaboration in which local offices may engage has been tightly controlled by the state in order to consolidate actions and prevent duplication, although there are reforms under way (Froy and Giguère, 2009).

Outsourcing (32 valid responses). Half of the countries reported that the local level had flexibility in the area of outsourcing (n=16). Interestingly, this was the dimension where the national level had the least autonomy, so the difference between the local and national levels was fairly small (difference of eight percentage points). The most flexibility was found in Europe, where 73% of countries (11 out of 15 valid responses) reported that the local level had flexibility in terms of outsourcing. (Again, in the Middle East/North Africa, the average level of flexibility was high but the response rate was too low to draw any concrete conclusions).

Setting eligibility and targeting criteria (40 valid responses). In the survey, 48% of countries reported that the local level had flexibility in setting eligibility and targeting criteria (n=19). This flexibility can take the form of local areas setting their own eligibility criteria, although this is quite rare. More commonly, local actors can choose what to focus on, but within nationally set eligibility and criteria. Here, the local level had more flexibility than the regional level and there were fewer variations across WAPES regions.

Allocating budget (37 valid responses). In the survey, 41% of countries reported a very high or rather high level of local autonomy in terms of budget allocation (n=15). This flexibility can be implemented in several ways, such as by providing block grant funding that can be spent as decided upon by the local level, allowing local offices to move funding between program lines, or making funding available for special locally designed programs. This dimension seems to have the highest flexibility in Africa, followed by the Asia-Pacific region. The lowest level of flexibility was in the Americas.

[14] These results are different from an earlier analysis of 25 OECD countries (Giguère and Froy, 2009) that showed the least flexibility related to performance management. These differences may be due to a number of factors, including the fact that only 16 countries are common to both analyses.

Designing policies and programs (42 valid responses). Just under 30% of countries reported that the local level had flexibility to design policies and programs (n=12). This is the lowest level of local flexibility for any of the dimensions examined. It is uncommon for local areas to be able to directly design labor market programs, but flexibility can be incorporated by enabling local offices to choose the mix of programming offered, allowing them to design local strategies, and/or consulting the local level in national or regional program decisions. Overall, the design of policies and programs appears to be centralized at the national level, with the regional level having approximately the same level of flexibility as the local level.

3.4.3 Public Employment Services Finding Ways to Integrate Work with Other Stakeholders, Although the Picture Varies by Governance Level

In the survey, 67% of respondents (45 of 67 valid cases) reported that partnerships and cooperative networks were either fully developed or somewhat developed (as opposed to somewhat not developed or not yet developed). However, there may be significant differences between partnerships and cooperative networks at the national, regional, and local levels that this question does not capture.

Looking more specifically at the local level, the survey asked countries to indicate which organizations were involved in "maintaining relationships with labor market actors in the field of local economic development." In the survey, 92% of countries indicated that public employment services were involved in local economic development (61 out of 66 valid responses), but it is likely that the depth and scope of involvement varies significantly. Over 80% of countries also reported that the following other actors were involved: local government (85%, 50 out of 59 valid responses) other government departments (85%, 50 of 59), unions and employee associations (83%, 49 of 59), private companies (82%, 47 of 57), and employer associations (82%, 49 of 60).

Looking at the organizations involved in designing employment service policies and programs also provides an indication of the type of organizations with which public employment services frequently work. At the local level, local government was most frequently involved in designing policies and programs (72%, 34 out of 47 valid cases), followed by other government departments (45%, 22 out of 49 valid cases), employer associations (40%, 17 of 43), unions and employee associations (38%, 16 of 42), and private companies (37%, 16 of 43).

Generally, respondents reported that other actors and organizations were more frequently involved in designing policies and programs at the national and regional level than the local level. For example, other government agencies, employer associations, and unions and employee associations were each involved in designing policies and programs at the national and regional level in over 50% of countries. The exception is local governments, which were more likely to be involved at the local level. However, these results may not be a true reflection of current practices and should be interpreted with some caution, as they may be more of an artifact of the fact that the survey was administered to national representatives, who are not always aware of all the local partnerships that exist.

Looking beyond survey results at examples of policies and practices in public employment services, locally integrated work can emerge both from policy directives and initiatives that are "top-down" as well as local efforts and actions that are "bottom-up."

3.4.3.1 Top-Down Efforts to Catalyze Collaboration

While not sufficient on its own, policy design at the national level can help to support collaboration at the subnational level. For example, under the U.S. Workforce Investment Act of 1998, states and local areas are required to set up Workforce Investment Boards to oversee WIA programs. These boards are established to make sure the appropriate partners are around the table and to strongly encourage business engagement. They must have a majority of business members and be chaired by a business representative. Other mandated members include representatives from education agencies, labor, community-based organizations, economic development agencies, and other partners in service delivery. In places where the Workforce Investment Boards are strong and well-functioning, they have been able to develop strategies that bridge employment, skills, and economic development (OECD, 2014c).

Over the past several years, the Korean Ministry of Employment and Labor (MOEL) and other national government bodies in Korea have made efforts to strengthen the role of local associations of representatives of labor, management, government and communities. The goal of these "four-party" associations is to promote joint local initiatives between employers and unions in order to stimulate skill development and employment. Reviving these associations (which previously did not include representatives from communities) was a way of engaging labor and business leaders in urgent local issues such as job creation and human resource development. As a result of this initiative, 16 metropolitan cities and 82 lower levels of local government had established such associations by 2010 (OECD, 2014d).

In Ontario, Canada there are 25 Workforce Planning Boards working at the local level charged with (1) engaging local labor market partners to identify and respond to key employment and training issues and priorities; (2) researching employers' skill requirements to gain insight into occupational and skill needs specific to local industry; (3) facilitating local planning where community organizations agree to implement joint actions to address local labor market gaps; and (4) developing partnership projects that respond to local labor market challenges. These boards have been in place since 1998. In 2007, as part of the reforms to devolve power for labor market policy, Ontario's Ministry of Training, Colleges and Universities, which manages employment policies and programs, assumed full responsibility for funding the planning boards. In 2012, regional branches took over oversight from the ministry's head office in order to increase autonomy, promote stronger local linkages, and broaden community involvement in local economic development activities (OECD, 2014e).

In the European context, the European Union has played an important role in facilitating local partnerships (EC, 2013). In addition to making funding available to support local partnerships and territorial pacts through the European Structural Funds, the Recommendation on the Youth Guarantee adopted in April 2013 calls for more integrated work at the local level to tackle youth unemployment. Box 3.3 describes this initiative in more detail.

Box 3.3
Youth Guarantees: EU-Wide Strategy to Bolster Local Partnerships

Youth guarantee schemes seek to ensure that all young people have a good-quality offer for a job, apprenticeship, traineeship, or continued education within four months of leaving formal education or becoming unemployed. An explicit focus of these schemes is building partnerships between public employment services, education and training providers, municipalities, and other stakeholders to design and deliver services. As this is an outcomes-focused structural reform, member states can choose the specifics of its design and implementation, which should be geared toward national, regional, and local circumstances.

As part of preparatory activities to support the implementation of youth guarantees, funding was made available in the 2012 European Union budget for local pilot initiatives. Between August and December 2013, 18 small-scale youth guarantee pilot projects were launched. For example, in Ballymun, Ireland, the Department of Social Protection is leading a new partnership involving the public employment service, education and training providers, the local authority, local development and youth organizations, and employer and trade union representatives. This initiative is especially ambitious given that Ballymum is one of the most socially disadvantaged areas of Ireland, with a youth unemployment rate over 50%. Through this scheme, eligible youth will be guaranteed access to career guidance/assistance that leads to the development of an individual career plan, with the ultimate objective being placement in employment or further education or training.

This scheme focuses particularly on building links with employers both to ensure that training and education is relevant to local labor market demands and to ensure that adequate work placement opportunities are available. Existing incentives and support, such as JobsPlus and JobBridge, will be used to generate new innovative work placement and experience opportunities, including job shadowing, job sampling and blended education, training, and work experience options. This scheme has received support from the Irish Business and Employers' Confederation and Dublin Chamber of Commerce, both of which are represented in the National Steering Group.

Sources: OECD (2014f); EC (2014).

3.4.3.2 Collaboration Emerging from the Bottom-up

Local collaboration and integrated work can also emerge from more "bottom-up" actions. In Limburg, Flanders, for example, VDAB (the public employment service) is involved in a cross-sector action plan to mitigate the effects of the impending closure of Ford Genk (announced in 2012 and scheduled for closing by end-2014) (OECD, 2014b). This plant closure will result in the direct loss of 6,000 jobs and the indirect loss of an additional 4,000 jobs. Following announcement of the closure, the Flemish government established a task force to examine the effects of the closure and develop an action plan with activities to help the area recover from these losses. This action plan includes projects to link workers at risk of losing their jobs to local training, apprenticeship and adult education institutions, and VDAB services. In addition to this supply-side focus on workers, other measures to stimulate economic development include reconversion of the Ford site,

acceleration of private and public infrastructure initiatives (e.g., bridges, railways and tram lines, tourist sites, business parks, renovation of social housing projects), attraction of new economic activities, and further development of the social economy.

Shawinigan, a small town in Quebec, Canada, has also faced significant industrial change in recent decades. While it was once an industrial town built around its large electric power facility and heavy industry, many large employers have since shut down operations. In 2009, the impending closure of another enterprise prompted local leaders across the economic development, education, and employment sectors to come together to form a Diversification Committee to develop a strategic vision for the community going forward. A key part of this vision was developing an economic base built on entrepreneurs and small businesses, rather than relying on a few large employers. As part of implementation of the vision, Shawinigan opened an entrepreneurship center in 2013. This center is located in an old textile factory and serves as an incubator for nascent entrepreneurial projects. The entrepreneurship center offers skill development programs along with other support that will facilitate the growth of a critical mass of entrepreneurs (OECD, 2014e).

Box 3.4 presents another more detailed example in Riviera Maya, Mexico

Box 3.4
Riviera Maya, Mexico: Creating a Stronger Training System through Public-Private Collaboration

The Mayan Riviera is the most popular tourist destination in Mexico, and continued job growth in the tourism sector is expected. However, the existing supply of workers was considered insufficient to meet demand, with hotels having at times to recruit workers with less than three years of primary education to fill jobs. While there was an influx of private and public training agencies working in the area, the question of how to better systematize these efforts and link them with employer demand remained outstanding. Additionally, employers found it difficult to identify flexible training arrangements to upgrade the skills of current and future workers. The larger corporate hotels fared better in this respect, but the smaller hotels lacked the infrastructure and know-how to provide their staff with basic training, toolkits, and other instruments to better equip them for the type of multitasking the smaller establishments require.

To address these challenges, the Association of Hotels in the Riviera Maya (AHRM) led the development of a collaborative project in 2009 to better link service provision (i.e., training, education, labor intermediation) with labor market demands. In addition to the AHRM, which serves as the project manager, other key partners include public and private training centers, the Ministry of Public Education, Technical Upper Secondary Schools, the National Employment Service, and employer hotels and other industry operators. Partners in the education field are encouraged to respond not just to student demand, but also to labor market demands. For employers, the project is intended to show how investing in their workforce and sharing best practices can have direct benefits for their businesses and the region as a whole.

The project is co-funded through a US$2 million grant from the Inter-American Development Bank and a US$2 million local contribution. It includes a number of different components:

• Through surveys, focus groups, and participatory workshops, AHRM has developed basic occupational profiles for the region, the associated skills needed, and salary scales. These types of analyses will be developed on an ongoing basis and integrated into job search services.

• The project created opportunities for hotels to work directly with students and teachers in upper secondary schools. In addition to hotel directors having the opportunity to provide an overview of the sector in the classroom, work-based learning opportunities were opened up for teachers and students. Through these activities, employers found new avenues for recruitment and improving the preparation of future workers before they enter the industry. As students are able to learn more about career paths in the industry, this exposure enhances their ability to make career decisions and broadens the scope of job options to which they have access. Finally, students are able to learn about industry trends while also putting their skills to work in real life.

• The regional office of the National Employment Service and AHRM have worked together to innovate in the way job fairs are organized in the region and to improve the matching of job seekers with jobs. Each organization builds its institutional strengths—AHRM on its capacity to evaluate individual potential for a particular job, and the National Employment Service on its capability to provide a broader view of the market through national employment information systems and services.

• AHRM developed an "introduction to tourism" course that has proven especially useful for small hotels that lack the resources to train their staff in-house.

• Some technical schools are exploring creating a specialized technical track (trayecto técnico) in collaboration with larger hotels.

Source: interviews with project stakeholders.

3.5 Guidelines for Making the Most of the Governance Mechanisms

As stressed throughout this chapter, increasing local flexibility and moving to more integrated ways of working have both costs and benefits. This section provides some guidance to consider when balancing these trade-offs.

3.5.1 Sufficient Local Capacity Is a Key Ingredient to Make Governance Arrangements Work

Local flexibility is unlikely to lead to the intended outcomes if local actors do not have the capacity to use it strategically to design tailored policies and programs. This can be seen as a "chicken or egg" dilemma. Too much flexibility, or awarding flexibility too soon, may result in local actors feeling "thrown in the deep end," undermining service delivery and trust between levels of government (Simmonds, 2009). At the same time, without having the ability to make strategic, higher-level decisions, local actors may feel that they are not given the opportunity to develop the requisite capacity.

Thus, building local capacity should be an important complement to increasing flexibility. As identified by Mosley (2011), key skills needed in a more decentralized or flexible system include the abilities to coordinate local actors, analyze local needs, develop appropriate strategies, implement programs, monitor, control, and evaluate performance, and comply with national accountability standards.

Assigning flexibility incrementally is another approach to the capacity-flexibility question. This can take the form of staggering the management dimensions that allow for local flexibility, starting with lower-risk areas and gradually allowing for more local flexibility as capacity develops. Alternatively, flexibility can be awarded incrementally to specific places with demonstrated capacity. In the United Kingdom, for example, greater discretion and management flexibility in the implementation of employment and economic development policies was given to larger towns and cities through what were called "City Deals." Under these deals, selected cities can apply to negotiate new powers with the central government in exchange for greater responsibility to stimulate and support economic growth in their area. The ability to apply for waivers from federal requirements under the U.S. Workforce Investment Act described earlier is another example of how flexibility can be established incrementally. Finally, setting aside national funds for local pilot projects is another approach to allowing room for local innovation based on capacity and motivation.

Effectively engaging in local partnerships can also require a significant investment of time and resources. Local stakeholders already feeling stretched to fulfil their required day-to-day tasks are unlikely to also be actively engaging in developing partnerships across institutional boundaries. Efforts to encourage more integrated work should be complemented by support for building capacity.

Countries with less-well-developed public employment services may face much larger overall capacity issues because they are in the process of building a national system that provides a basic and consistent set of services across the country. In such countries, allowing for a significant amount of local flexibility or expecting significant cross-sector work may be putting the cart before the horse. For example, a 2013 study found that most Latin American countries (predominantly the lower-income and smaller countries) are still in a relatively early stage of development, where developing a "core" set of employment services to establish credibility with job seekers and employers is the key priority (Mazza, 2013). More complex questions such as enabling significant local flexibility may need to wait to be addressed at a later stage of institutional development. However, some of these basic principles, such as finding opportunities to allow for flexibility in relatively low-risk ways, can still be relevant.

3.5.2 The Right Mechanisms Can Help Balance Flexibility with Equity and Efficiency

Increased flexibility brings a set of risks related to equity and efficiency in service delivery. More local discretion in service delivery can give rise to real (or perceived) inequity in the services available across local areas. Setting national minimum standards for the type and quality of job seeker services available can help mitigate this potential inequity. Likewise, providing targeted support to local areas struggling to provide the requisite quality of services can also help to minimize these gaps. In the context of a flexible system, promoting knowledge-sharing and technical assistance between local areas can be especially important to ensure the broad dissemination of promising and innovative practices developed at the local level.

However, the potential inefficiencies resulting from each local area "reinventing the wheel" should also be addressed. Such inefficiencies of scale can be found in management tasks ranging from the design of IT systems to contracts for goods and staff training. In some cases, it may make sense for these tasks to be managed at a higher governance level (with adequate local input) or for local areas to work together to achieve greater economy of scale. In particular, as public employment services move more toward mobile and web-based service delivery (see following chapter on multi-channel management), careful attention should be paid to identifying the appropriate level for the design and management of these systems. Where can they be standardized nationally and where is local tailoring particularly critical?

3.5.3 Getting the Accountability Mechanisms Right Is Crucial

Local flexibility and integrated work both raise different issues in terms of accountability. In more flexible systems, accountability systems must be carefully structured to ensure that national goals are still met while still allowing for pursuing local priorities. Local flexibility often forms part of systems in which there are management objectives. In such systems, the emphasis of accountability is placed on meeting outputs or outcomes against set targets rather than on the control of inputs or adherence to detailed regulations (Mosley, 2012). In more flexible systems, these targets can be negotiated at the local level, allowing for local tailoring while still meeting national objectives. However, in setting such targets, it is important to design them in such a way to discourage "gaming" of the system—for example, when services are provided only to the most job-ready job seekers in order to artificially inflate performance measures (a practice known as "creaming").

Questions about accountability can be particularly challenging when disparities between national and local public employment service goals vary. For the most part, national and local public employment service actors share common goals around enhancing national labor market efficiency and integrating the most disadvantaged back into the labor market. However, conflicting objectives can emerge. For example, supporting the mobility of workers can enhance labor market efficiency but lead to a loss of skilled workers in rural or peripheral areas. Or, vertical accountability measures that reward rapidly filling any open jobs may

fail to account for the fact that these jobs are low quality and low skilled, hindering the ability of local areas to move toward a higher-skilled and more productive local labor market (OECD, 2014a). For these reasons, accountability measures should not be focused just on short-term outputs, but also on longer-term objectives at both the local and national levels.

On the other hand, integrated work can actually lead to enhanced horizontal accountability, a crucial complement to vertical accountability systems. Horizontal accountability emerges when local actors are mutually accountable to each other and for collectively meeting agreed-upon outcomes. Horizontal accountability can be enhanced in a number of ways, including engaging outside agents in negotiating performance targets with national public employment service actors, developing cross-sector targets or broader community scorecards, setting up local scrutiny panels, involving other agencies in recruitment panels for leadership positions, and developing customer-led approaches that make delivery agencies more directly accountable to the customers they serve (OECD, 2010).

3.5.4 Local Stakeholders Need Access to High-Quality Local Data and Information

Finally, the availability of data disaggregated to the level at which local stakeholders are working is critical for the effective functioning of more flexible systems, as well as for catalyzing integrated work. For example, coordinating economic development and labor market policy means moving beyond fulfilling short-term business needs and requires an understanding of both local and global economic conditions as well as the future bottlenecks employers may face in recruitment, skill gaps, and the productive capacity of local sectors. Local data can also be helpful for local stakeholders to develop a shared understanding of local opportunities and challenges, as well as a shared vision for the future.

While a relatively high share of public employment services reported that they already produce local data, past research suggests that, even in many OECD countries where capacity for this type of work is relatively high, providing up-to-date, locally disaggregated data remains a challenge. Thus, more work needs to be done to ensure that national data can be disaggregated locally and that local stakeholders have the capacity and expertise to collect and analyze their own data.

3.6 Areas for Further Research

Although the survey served as an important first step in understanding more about the state of public employment services worldwide in terms of their vertical and horizontal governance arrangements, as alluded to throughout the chapter, the data available are still somewhat limited. In the future, it would be useful to collect more in-depth information from each country regarding, for example, the extent to which flexibility is manifest in each of the management dimensions (e.g., what type of budget flexibility is available?). Gathering responses from actors across governance levels, including the local level, would also help to paint a fuller picture.

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4

Matching Skills for the Life Cycle:

How Partnerships Can Help Public Employment Services Reduce Imbalances between Skill Supply and Demand

4.1 Introduction

Dynamic labor markets with successful transitions between jobs and skill levels have a positive impact on the economy. Skills are a critical asset for society, businesses, and individuals. Knowledge and skills are the "public good" par excellence and the key to overall productivity growth, as well to reducing inequality both within and between countries (Piketty, 2014). However, making sure people have the right skills has proven to be a major challenge worldwide. Although matching skills and jobs has become an important policy concern over the past decade, labor market mismatches still exist and create a wasteful situation in which skill shortages coexist with unemployment, often translating into economic and social exclusion (WEF, 2014).

Furthermore, the traditional skilling approach based on the linear assumption of people going through the initial education system, entering a job for life, and finally retiring is put into question by the increasing number of labor market transitions that require workers to engage in continuing skills development. Technological change has also accelerated dramatically in recent decades. Workers need to continuously adjust their skills to adapt to innovations. Today's reality demands that formal education and training continue at work, and increasingly in a digital environment, in order to keep skills up to date. The continuous development of skills is just as important as initial education and should last through the individual's life cycle (Peromingo, 2012).

The task of public employment services today goes beyond helping job seekers find employment and firms fill vacancies. It also encompasses supporting the alignment of skill supply and demand in the labor market. Focusing on labor market transitions and reducing skill mismatches requires a collaborative long-term strategy that involves partnerships with other labor market actors (public, private, and third-sector) to continuously develop and improve the use of skills. Public employment services can become a more relevant player by collaborating closely with other stakeholders. This chapter discusses the opportunities and challenges public employment services face in order to do carry out that collaboration successfully. The chapter first examines six service areas through which public employment services could have a greater influence on balancing skill supply and demand. Then it looks at the partners whose information, know-how, and operational capacity can help public employment services deliver services and manage labor market transitions. The chapter then summarizes the findings of the WAPES 2011 and WAPES-IDB 2014 Surveys and presents examples of successful partnerships in various countries. Finally, the chapter discusses key considerations for public employment services to become an important player in the collaborative effort to reduce skill mismatches.

4.2 The Skill Mismatch

The process of matching diversely skilled jobseekers with available vacancies is not automatic. Imbalances between the supply and demand for skills exist in all economies and are sometimes inevitable. "Skill mismatch" is usually defined either in terms of excess (over) or deficient (under) qualifications or skills possessed by individuals relative to job requirements (CEDEFOP, 2013). Part of any observed mismatch of skills is the consequence of an individual's initial educational and occupational choices, as well as of imperfect information about opportunities in the labor market.

Skill mismatches have significant economic and social costs (see Box 4.1). For individuals with skills that are not demanded in the labor market, they mean unrealized expectations, lower returns on investment in education and training, lower wages, and lower job satisfaction. For firms, they may reduce productivity and increase the staff turnover rate. At the macroeconomic level, this contributes to structural unemployment and hampers GDP growth through underutilization of the workforce and decreased productivity. In addition to efficiency losses, these mismatches also entail significant equity costs, as young people, migrants, and persons working in part-time and fix-term jobs are more affected by skills mismatches (WEF, 2014).

Box 4.1
Skill Mismatches at Their Worst: A Generation at Risk

Skill mismatches are contributing to increase longstanding structural barriers that prevent young people from effectively navigating their transition from school to the labor market. Sharp rises in youth unemployment and underemployment in the wake of the global financial crisis have reinforced the need to do more to provide youth with the appropriate skills and help them get a better start in the labor market (OECD and World Bank, 2013).

Nearly a quarter of the global working-age population is between 15 and 24 years old. The International Labor Organization estimates that a young person is almost three times more likely to be unemployed than an adult. Failure to find a first job and keep it for long can have negative long-term consequences on the career prospects of young people. This means that the current situation is at risk of scarring the labor market performance of an entire generation (ILO, 2013).

Not surprisingly, almost one-third of young workers are paid less than US$1.25 per day. In countries such as Burkina Faso, Cambodia, Ethiopia, and Uganda, working below the poverty line after starting with a low-skill profile is a widespread phenomenon. While young workers can expect to get a pay raise later on, the current minimum payment they receive leaves them unable to make ends meet, and will certainly not open possibilities to upskill their profile for better jobs (ILO, 2013).

Evidence indicates that this pattern is also observed in countries in the Organization for Economic Cooperation and Development and in Latin America and the Caribbean. Low-skill workers are less likely to undergo training. Because there is less training of these workers, workers who did not develop their skills during the period prior to entering the workforce are unlikely to find an opportunity to increase their qualifications during their working lives.

Worldwide, over 70 million adolescents are not enrolled in school. In low-income countries, up to 73 percent of the labor force is illiterate, and the average years of education can be as low as 1.2 years. Young people constitute a disproportionate share of the 800 million people living in informal urban settlements with difficult or no access to education. Even in those countries with high levels of school enrollment, like in most of the European Union, 15 percent of young people do not get beyond lower secondary education. In Spain, at the moment the European country hardest hit by the skill gap affecting young people, one in three pupils drops out of school (European Training Foundation, 2013).

The link between working and training needs to be stronger and last longer—that is, the link cannot be severed after an uncertain entry into the job market or involve training for one specific task. Rather, the work-training link needs to serve as a constant and life-long connection between the markets of employment and, education, training.

4.3 Areas for Public Employment Services to Help Skill Matching

Public employment services face different skill challenges depending on the regions and countries in which they operate. There is, however, some common ground in how these services respond to the skill demand created by the new labor market dynamics. The sections below discuss six clusters of skill services within core public employment service functions (identified by HOPES, 2011) through which these agencies can contribute to the skill cycle: identification, orientation, profiling, verification, matching, and training.

4.3.1 Skill Identification

Labor market information is one of the core functions of public employment services. Indeed, the capacity to develop labor market information and labor market intelligence (that is, interpretation and analysis of labor market information) is crucial to effective performance in other functions such as job counseling, job brokerage, and filling vacancies. Traditionally, public employment services have monitored the labor market situation in order to provide information that allows individuals, employers, education and training providers,

private employment agencies, governments, and public agencies to make more informed decisions. Changes in labor market dynamics have prompted an expansion of the labor market information role toward introducing tools to assess imbalances between skill supply and demand and provide an early diagnosis of skill mismatches and interventions to reduce imbalances. Effective skill identification, however, not only requires developing high-quality labor market information, it also demands access to relevant data by stakeholders outside of public employment services, as well as the capacity to analyze these data (WEF, 2014).

4.3.2 Skill Orientation

Making information on skills available is another important function played by public employment services. In many countries public employment services are the main source for labor market and career information. The new labor market dynamics call for a life-cycle approach that involves career guidance to support a higher number of career transitions than in the past (DTI et al., 2010; EC, 2010) (see Boxes 4.2 and 4.3). Life-long guidance is defined as "a range of activities (examples include information and advice-giving, counseling, competence assessment, mentoring, advocacy, teaching decision making and career management skills) that enables citizens of any age and at any point of their careers to identify their capacities, competences and interests in order to make educational, training and occupational decisions. It should help managing their individual life paths in learning, work and those settings, in which capacities and competences are learned and/or used for."

Box 4.2
Life-long Career Networking across Sectors: Methodology and Website in Hungary

In instituting a system of life-long career guidance a decade ago, Hungary faced a number of challenges that are well known among practitioners in this area across the globe. There was fragmentation of institutions and policies, a lack of organizations capable of providing complex guidance services, a lack of tools for life-long guidance, information about services available that was not well publicized, and clients reported difficulties in accessing personalized guidance services.

From 2008 to 2010, a large-scale development program led by the country's public employment services (Nemzeti Foglalkoztatási Szolgála) transformed this situation by creating a national integrated system of career guidance. The initiative, which received €6.8 million in funding from the European Social Fund, developed a cross-sector life-long career network, methodology, and website. The system was built on previously existing and newly established career counseling, guidance, and monitoring systems that were linked to labor market information systems as well as to systems in the European Union.

The initiative also included mapping current guidance professionals in all sectors (school, vocational and educational training-higher education, adult education, public education, public employment services, and community-based services), extending training for career guidance professionals, establishing a new "sector blind" network of career guidance professionals, and developing a national life guidance portal (http://www.epalya.hu/).

Sources: EC (2012); Borbely-Pecze (2010); and Watts and Borbely-Pecze (2010).

4.3.3 Skill Profiling

Profiling refers to assessing the needs of individual clients and their fitness for employment opportunities within the current labor market in order to provide a basis for allocating or targeting employment services and for matching appropriate/relevant vacancies. The assessment originally was performed by counselors. More recently, various organizations have incorporated statistical and IT-based tools to support their activities. Changing labor market demands and the reality of an increasing number of transitions through peoples' lifetimes have drawn attention to the need for profiling focused on "transferable skills"—that is, those skills that are not bound to a specific job, know-how, or acquired qualification, but rather are cross-cutting skills that serve as a backbone for employability and are usable in many jobs. To effectively identify the crucial skills for workers, it is necessary to have measurement tools and the capacity to analyze information and links between supply and demand of jobs and skills (see Box 4.3). To achieve that, public employment services increasingly need to adopt a more holistic approach that moves away from simply gathering information about an individual job seeker's employment record, work experience, and formal qualifications and move toward capturing and describing the job seeker's generic and soft skills, as well as skills developed through informal learning (Blázquez, 2014).

Box 4.3
COMPETENT Skill Profiling in Flanders, Belgium

The public employment service of Flanders, Belgium, VDAB, uses a database called COMPETENT to identify the technical, soft, and cross-cutting skills, activities, and knowledge required for vacancy profiles. Upon registration, job seekers self-report their level of competence using a list based on the classification ROMA3. The information obtained through skill profiling is used by VDAB when drawing up clients' personal development plans and defining the competency gap between their present profile and the one required for a different job. Currently, the self-reported data are taken into account in the matching process and the system relies on the veracity of information provided by its clients. However, the agency is developing a tool by which previous employers can validate job seekers' competencies.

Source: EC (2014)

4.3.4 Skill Verification

The verification of qualifications, skills, and competencies is another function of public employment services that has been going through considerable change as a result of labor markets being increasingly volatile. People engage in continuous skill acquisition involving numerous transitions to different occupations and skill sets. Thus, the process of verification of skills and competencies moves away from the validation of qualifications obtained through formal learning processes with diplomas and certificates toward the validation of qualifications obtained through nonformal and informal learning methods. To accompany this shift, public employment services need to develop skills and links to become access points for the evaluation and certification of skill-based schemes already operating in their respective countries, using, for example, evaluation and certification systems of skills and competencies (HOPES, 2011).

4.3.5 Skill Matching

Matching jobseekers and vacancies is probably the most tradicional core function of public employment services. Changing labor market conditions are causing profound changes in the matching process. The "simple" matching of labor supply with demand aimed solely at occupations and qualifications is no longer sufficient. Public employment services today need the capacity to match individuals' skills, including transferable and soft skills. There is also a call for public employment services to look more at the quality of job transitions, that is, the accumulation of skills and competencies and the long-term consequences of training and placement decisions, as well as general job and life quality (Box 4.5). Public employment services need to help job seekers' employability, adaptability, and ownership of their movement into, within, and out of labor markets (Blázquez, 2014).

4.3.6 Skill Training

Finally, training is becoming an increasingly important responsibility for public employment services. These services have the potential to be a gateway for life-long learning because of their close interaction with job seekers. Training programs are intended to provide basic education to those who lack basic skills, help unskilled workers qualify for jobs, and help skilled workers change their occupation in response to economic change. Such programs can be provided in a number of ways, such as through classroom-based, off-the-job courses, training on the actual job, or a combination of both (as in the apprenticeship model or dual training). The programs may be customized to fit immediate labor market needs or to target particular disadvantaged groups. Partnerships at both the national and regional levels should foster greater collaboration with training providers, employers, and professional bodies to ensure that programs are of high quality and responsive to labor market needs (WEF, 2014).

4.4 Low Market Share, Low Influence

The capacity of public employment services to reduce skill mismatches in these six areas depends on the extent to which these agencies are an information and job broker on the labor market. The more opportunities public employment services have to be in contact with job seekers and employers and to share labor market information with them, the greater is their scope to plan and influence skill matching and behavior of labor market actors. Unfortunately, quite often public employment services have limited outreach to vacancies, employers, and job seekers. Evidence for European countries indicates that more than half of public employment services estimate their share of vacancies at less than 40 percent, and only three public employment services reported market shares between 80 percent and 100 percent (DTI et al., 2010). More than 40 percent of public employment services are in contact with less than 20 percent of employers in their country or region. The figures available for Latin America and the Caribbean show that coverage of public employment services among businesses is particularly low there, and that none of the region's countries for which data were available reaches more than 10 percent of employers (Baptista and Flores Lima, 2014). In Africa and large parts of Asia, there are not even reliable data on the market share of public employment services.

As for skills training, some 80 percent of public employment service respondents to the WAPES-IDB survey offer vocational guidance to clients, but only for young people to accompany their labor market entry. This does not amount to skill development for a life-cycle approach.

4.5 Partnerships Are Key

Public employment services that only have a small market share but want to play a role in reducing skill mismatches or, more broadly, in managing labor market transitions throughout the life cycle, will encounter issues of credibility. A more proactive role has to be taken to obtain valid information. Public employment services need to gain access to external sources of information concerning current and future supply and demand for skills. They also need sufficient financial and human resource capacity to communicate labor market information to job seekers, employers, and providers of education and training services. In other words, the lower the market share of a public employment service, the more important is the need to develop and maintain strong links with national, regional, and local networks of labor market stakeholders (DTI et al., 2010). Many public employment services are aware of the importance of initiating and developing partnerships with other labor market stakeholders. In the 2014 WAPES-IDB survey, over 60 percent of the 73 participating organizations reported that their partnerships are well or rather well developed. Yet 63 percent also reported that a main priority for the next two strategy years is to improve partnerships.

In general, partnerships seem more successful when abetted by policy measures. Apprenticeships systems, for example, perform best in countries with strong support from the national government and coordination among the delivering entities in the regional and local areas (United Nations, 2013). There are some good examples to learn from when it comes to policymakers supporting skill partnerships, as shown in Boxes 4.4 and 4.5.

Box 4.4
Skills at the Highest Level: Ministries of Education, Economic Affairs and Labor in Chinese Taipei

The Executive Yuan is the highest administrative organization in Taiwan in terms of dealing with all skill-related matters. It is in charge of aligning and coordinating policies of all ministries and councils in order to coordinate among educational institutions, training and employment, government sectors (including resources), industries, and schools.

The Ministries of Education, Economic Affairs and Labor have inter-ministerial meetings to agree on common policies and their implementation.

According to the Taiwanese Vocational Training Act, "[t]he Central Competent Authority shall coordinate and integrate the competency standards, training courses, ability evaluation criteria and service information of vocational training (…) needed for national employment."

The Ministry of Labor is entrusted with the certification of all kinds of skill categories, including the level of certification, content of work, skill types, skill standards, and relevant knowledge. Those categories also serve as the foundation for examination questions and methods of skill certifications.

Box 4.5
Policy Support across Countries: The European Union and Life-long Learning

The European Union is a strong supporter of life-long learning and has unified all former learning programs (such as LEONARDO for job starters or COMENIUS) targeted at secondary schools into one life-cycle program called ERASMUS plus. The European Commission's Unit for Skills and Qualifications, Policy, and Multilingualism states that this approach will "increase the synergies between sectors of employment and education and achieve more strategic impact. The challenge will be to make the former programs that were operating in niches like schools work together. We provide 40% more budget than the sum of all programs before."

To facilitate a long-lasting partnership at the policy level that will set an example for member states and possibly other world regions, the EU has also built knowledge and skills alliances with employers, training institutes, and other actors to strengthen the partnership and adjust learning curricula.

The European Social Fund (ESF), the main funding program of the European Union to support employment, has been used by many member states to design and introduce reforms in education and training systems to increase employability.

Together with the European Center for the Development of Vocational Training, the European Commission is carrying out regular forecasting on skill demand, with a special focus on bottleneck occupations and on giving recommendations to educational authorities on which skills to provide training for. These worthy policies need to be picked up by practitioners such as learning institutes, employers, and public employment services. Finally, the use of modern technologies has to be mainstreamed into functioning skill partnerships.

4.6 Public Employment Services Cannot Do It Alone: Who Are the Partners?

The possibility having a greater influence on the balance of skill supply and demand requires close collaboration with employers and employer organizations, trade unions, and other stakeholders that have information, know-how, or simply operational capacity that can help public employment services. Examples of such organizations include education and training providers and private employment agencies (HOPES, 2011; DTI et al. 2010; EC, 2010).

4.6.1 Partnerships with Employers

Employers have information on current and emerging skill needs and about skill mismatches in their own company. Hence, working closely with employers is a key for public employment services to have valid knowledge about trends in the labor market. Indeed the lack of broad contact with employers can limit the ability to build an adequate picture of future skill requirements. It is generally acknowledged that if public employment services are in contact with less than 20 percent of employers, they may fail to pick up signs about emerging sectors, technologies, new businesses models, and other types of innovations that are creating needs for new jobs and skills (DTI et al., 2010). Lower coverage among businesses can also result in biased knowledge. International evidence indicates that, historically, public employment services have been more oriented toward blue-collar workers and less toward service and knowledge-intensive sectors (Mc Kinsey 2012). If this bias persists, it may be difficult for public employment services to become a key player, as most future growth is expected to take place mainly in knowledge-intensive sectors (DTI et al., 2010).

Box 4.6
Managing Skill Matching: Job Services Australia

Job Services Australia (JSA) are government-funded contracts to a range of profit and not-for-profit organizations to deliver employment services across the country. JSA is the government's primary employment services program, and makes available a system for all eligible job seekers to develop an "Employment Pathway Plan" tailored to their individual needs. This plan is designed to map the training, work experience, and other assistance required to enable a job seeker to find a job based on the job seekers' skills and preferences and the job opportunities in the local area.

JSA has different initiatives in place to specifically address employers' needs and help in skill matching.

The Corporate Champions Program is designed to help employers improve their skills in workforce planning and policy development. Employers are provided with a tool kit that allows them to continue developing their skills in recruitment and retention of older persons. The participating employers are from a variety of industries.

Corporate Champions providers are paid service fees for the training or business monitoring they provide to employers, which includes holding regular appointments with the employer, providing assistance to help the employer develop an Action Plan, and developing a case study of the employer's experience in the program.

Employers that participate in the Corporate Champions program are asked to develop a case study, in conjunction with the provider to highlight what they have gained from their participation in the program. The majority of these employers have given positive assessments of the program.

Connections for Quality is an Australian government initiative that helps employment service providers promote their service strategies and showcase their business partnerships to potential clients. The information provided by Connections for Quality works as a balanced presentation of the services provided that allows job seekers and employers to make more informed choices in selecting a provider that best meets their needs.

Box 4.7
A Human Resources Department for Small and Medium-sized Enterprises in Germany

The German economy is dominated by small and medium-sized enterprises (SMEs) with up to 250 employees, many of them struggling to find the right talent. Frequently, SMEs do not have the resources or capabilities to identify and recruit skilled people or to invest in comprehensive training. Public employment services in Germany, Bundesagentur für Arbeit (BA), has developed a special package of services to help SMEs boost the quality and productivity of their workforce. The strategy and implementation of the employer's services take into consideration developments and forecasts for the economic sectors and industries, and also offer, among other services, the following support for recruitment and skills development:

- Filling job placements and apprenticeships for existing and expanding businesses.
- Skill counseling (Qualifizierungsberatung). The employer's service functions as a consultant, not as a trainer in the company, that is, it supports the company manager in identifying and implementing appropriate measures for staff development. These include learning modules such as demographic analysis, capacity planning for training, monitoring of training results, creation of qualification partnerships, and equal opportunities.
- Participation/representation in trade fairs and career events.
- A Key Account Management service for large companies with more than 500 employees and multiple locations or branch offices with centralized identity management. Key Account Management also oversees the strategic dialogue between BA and temp agencies.
- A specialized BA office to deal with any employer demand for international skills, top-management skills, and artistic talents.
- Placement officers servicing the employers are trained in the relevant technical, advisory and, sales topics. They are experienced in applying analysis techniques and methods, such as recognizing the motives and needs of the employer as a basis for submitting tailored arrangements.

4.6.2 Partnerships with Employer Organizations

Employer organizations also have knowledge about current and emerging skill and competency needs as well as about skill gaps in their own sector. Cooperation with employer organizations is regularly mentioned as an innovative and effective strategy, as well as an important way to obtain information at the micro and macro level about dynamics and skill needs in industries and sectors. As an example, in Europe most public employment services collaborate with employer organizations to discuss the trends and prospects for the sector (DTI et al., 2010). In Latin America and the Caribbean, as well, there are interesting experiences of partnership (Box. 4.8).

Box 4.8
Partnership with the Private Sector: The National Employment Service in Honduras

Through its Program for Promotion of Employment (PROEMPLEO), supported by the Inter-American Development Bank, Honduras is taking fundamental steps to resolve the disconnect between supply and demand of employment services and job training. PROEMPLEO basically consists of two programs: the National Employment Service of Honduras (SENAEH) and the Training Program for Employment (EPEM).

SENAHE has established a partnership with private sector organizations to co-manage and cofinance these services. The partnership began by locating SENAEH offices within the facilities of the associations and chambers where intermediation services are provided in accordance with SENAEH rules, procedures, and systems. The staff and the supplies to provide the service are provided by the private sector.

The SENAHE alliance established the guidelines for continuing toward job training services. EPEM is an innovative training scheme because it is implemented through Managers Training Units established in employer associations, which provide administrative support staff, utilities, rent, Internet use, and other associated expenses. The Ministry of Labor and Social Security maintains regulatory and fiduciary control of the program and supports and monitors its management and results. The "training in the company" initiative prepares young people for tangible work opportunities; the contents of the training are directly associated with developing the knowledge and behavioral skills to work in a real job. EPEM has recently been renamed the Con Chamba Vives Mejor Program ("With Employment You Live Better") and is coordinated directly by the Presidency of the Republic.

4.6.3 Partnerships with Trade Unions

Trade unions have information on skill shortages and surpluses within companies. They also have information on training policies and wage benefits related to training, and are sometimes involved in implementation of training. Unions can also play a key role in developing a life-long culture in the workplace and in helping employees develop transferable skills to increase employability and readiness to progress within the job market (WEF, 2014). In Europe, cooperation with trade unions is generally not addressed separately, but the views of the unions are taken into account insofar as they are members on boards and councils in which social partners are represented (DTI et al., 2010). Trade unions are also traditionally strong in offering training for workers and can help public employment services provide lifelong training for successful job transitions.

4.6.4 Partnerships with Education and Training Institutions

A number of education providers, particularly universities, technical colleges, and research centers, have access to knowledge about future labor market trends. Chiefly, education and training institutions are the labor market actors in charge of providing people with the right knowledge, skills, and competencies so that they are employable and able to contribute to the development of the economy. Public employment services can develop partnerships with education and training institutions to ensure the timeliness and relevance of education and training at all levels, including through legal frameworks, institutional structures, and financing mechanisms, and to develop criteria to measure, monitor, and evaluate progress (DTI et al., 2010).

Box 4.9
Involving Training and Education in Skill Identification and Orientation: Agence nationale de promotion de l'emploi et des compétences (ANAPEC), Morocco

ANAPEC has signed a framework agreement on skill matching with the State Secretariat for School Education, professional associations, and other labor market stakeholders. The cooperation covers:

- Identification of training needs (number, branch) by surveying private education institutions serving as a reference to launch training.
- Assessment of the quality of school education, including private institutions and decisions on which complementary training to provide and finance.
- Selection and supervision of training providers.
- Screening and monitoring of training beneficiaries and the impact of the skill development provided.
- Launching of prospective studies to identify the long-term need for staff and quality in the different sectors.

4.6.5 Partnerships with Private Employment Agencies

Public employment services generally cover only a portion of the vacancies in the labor market. Temporary employment agencies and providers of specialized employment services (e.g., targeting labor markets for the highly skilled) frequently deal with a group of employers in market segments with sector or qualification levels that public employment services are less likely to be in contact with. Therefore, private employment agencies may have access to information on future trends in skill supply or demand relevant for the unemployed in the future. For example, developments in information technology may not be relevant for the unemployed today, but future workers will need to develop skills to use this technology.

Box 4.10
The Crosscutting Partner: Learning and Matching Technology

New technologies significantly boost education and make it more accessible to poorer countries and low-skill scenarios. YouTube, Google and other online search tools are a treasury of easy-to-find manuals. Just as bookshops, music shops, universities, and training institutes are giving way to virtual learning, massive open online courses (MOOCS) are already being used in leading universities to lower costs and bring education to remote and less-solvent areas. Even courses that are called "traditional," with more student-teacher-face time, today almost always involve some use of digital resources.

Learning technology can blend software and human intervention into a program that is more continuous and accurate in checking a pupil's performance and at the same time allows students to self-drive their learning. The accessibility to this new kind of education, in which new technology is a partner, will be determined by Internet coverage, not only by money (Pearson, 2014).

It is true that there is still a lack of evidence whether the use of technology as a learning tool saves costs. William G. Bowens, a former professor at Princeton University and an opinion leader in the discussion on digital learning, believes there is a long way to go before empirical data on student learning in online environments can argue rigorously for its standing in relation to more traditional settings: "There is a real danger that the media frenzy associated with MOOCS will lead some colleges and universities to embrace too tightly the MOOC approach before it is adequately tested and found to be both sustainable and capable of delivering good learning outcomes for all kinds of students" (Bowens, 2013).

Today, technology might have hidden costs and is still not encouraging as many low-skilled workers to participate in life-long learning as it could. As in the Industrial Revolution in the 19th century it takes time before the majority can benefit from innovation. Nevertheless, a combination of technology and a strategy to establish a learning culture among those who are far away from education can be a powerful way to develop skills worldwide. Furthermore, technology can help transform mere schooling into real life-long education. Traditional schooling is simply a structure provided to (or imposed upon) learners to make the process more manageable. Education, on the other hand, is where learning is personalized and unique to the individual. Life-long learning does not require schooling, it requires opportunities—for example through the individualized use of technology (Pearson, 2014).

New technologies can also further the process of matching skills to the life cycle, as the next chapter will show.

4.7 Conclusion

The management of labor market transitions, with its constant need to identify, train, and match skills throughout life-long careers, is complex and ever-changing. It is a task that cannot be done by just a few labor market actors, let alone just one. Partnerships need to be in place to help job seekers build, develop, and maintain an employable profile from an early age, and to help employers fill in the skills that will contribute to growing economies and a coherent global society. Public employment services are a natural partner in this. With more capacity, new technology, better information coverage (and the knowledge to use this information), and results-driven stakeholder management, public employment services can become the driving force in matching skills for the life cycle.

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5

Delivering the Right Services to the Right People through the Right Channel

5.1 Introduction

In delivering their services, governments have a number of strategic questions to answer. What channels should be used to deliver services? What are the needs of job seekers and employers? How can service delivery be made as efficient as possible while still maintaining acceptable levels of client satisfaction and effectiveness? The (strategic) topic of which channels to use to deliver which service to which client is called "multi-channel management." This management issue focuses on helping organizations make decisions about the deployment of their service channels.

However, while decisions on service delivery may primarily be a front-office (client facing) issue, they can also affect an entire organization. For example, an organization deciding to deliver electronic services might have to redesign entire back-office processes to handle electronic data streams. Furthermore, decisions regarding one channel might affect what happens in another channel. A heavy focus on e-services may result in clients calling the organization with support questions related to the electronic channels. This might shift the focus of a channel aimed at delivering services to one supporting other channels. The organizational impact is that (phone) staff will need to be retrained, and the shifting nature of the work could lead to resistance to change and turn a fairly straightforward channel decision into a complicated change management issue.

The complexities behind service channel decisions are often overlooked, and the goal of this chapter is to untangle some of these complexities. The chapter provides an overview of the current status of public employment organizations' use of service channels. It also discusses the main regional differences and key developments in the area. The differences and developments can help public employment services understand where they stand and help them identify opportunities for improvement.

The chapter first discusses the current strategies followed in using channels, then turns to examining the regional differences in strategies. Finally, the chapter focuses on new developments, innovations, and opportunities.

5.2 Choosing a Strategy

Delivering services starts with defining a strategy that outlines the priorities behind service delivery and how the different channels interact. Organizational goals might affect the choices made regarding service channels. Many public employment services globally, for example, were confronted in recent years with severe austerity measures. The reduction in budget led in some cases to a reduction in the number of staff and offices, and this triggered a strong focus on the use of the Internet as the primary service channel. In this case, choices regarding the service channels were fueled by the organizational goal of (financial) efficiency.

In general, it can be argued that organizations have to balance three goals in their service delivery choices:

1) Effectiveness, which points to the success of delivering services to clients
2) Efficiency, which points to the level of cost-consciousness involved in this process (the most economical way to deliver the service without making too many concessions regarding effectivness and satisfaction), and
3) Satisfaction, which refers to the (client and government) perception of the service quality

It is very hard to achieve all three goals at the same time. A strong focus on customer satisfaction may result in service delivery becoming more expensive and therefore less efficient. Very effective service delivery from an organizational perspective might push citizens online, which could negatively affect customer satisfaction. Furthermore, trying to effectively serve all clients at all times will affect the organization's budget and thereby hamper efficiency.

The bottom line here is that while it is theoretically possible to deliver all services effectively and efficiently with high customer satisfaction, in reality public employment services have limited budgets, work with client groups with varying needs and demands, and do not have data available that allow them to fully measure the effectiveness of their service delivery (EC, 2014a). While it is not necessary (or possible) for agencies that want to start developing a multi-channel strategy to identify the perfect balance between these goals, they do need to think about which goals, and aspects of those goals, are most important. Is it the goal to help as many job seekers get a job? If that is the case, then financial or satisfaction aspects might be less important.

In many cases the organizational goals of public employment services are driven by political organizations and/or external influences (e.g., a worsening economic situation may increase the burden on the service and lower effectiveness). A good example of these influences is matters of governance (see Section 3.1 in Chapter 3)—it is difficult to execute any service-related strategy if there is no alignment between the different stakeholders regarding goals and objectives. Any organizational unit within public employment services that is responsible for multi-channel management should take the organizational goals as a starting point when designing service strategies.

5.3 Multi-Channel Strategies

The topic of multi-channeling or multi-channel management deals with the different available channels for organizations. Most of these definitions focus on multi-channel management in the private sector. Pieterson (2010) provide a definition in the public sector context and views the concept as follows: "The use of multiple service channels within one public service delivery process or the use of different channels for different service delivery processes, whereby the different channels relate to each other."

While this definition highlights that multiple channels are involved in multi-channel management, it does not tell us how the different channels interact and are positioned alongside each other. There are different approaches to this. Some public agencies choose to make the Internet the preferred channel for public service delivery. In the mid-2000s, the Internet was made the primary service channel for both the Canadian and UK Inland Revenue Agencies. This strategy is still being followed by public employment services in countries like Lithuania and the Netherlands. Other countries are a bit more nuanced: Estonia, Germany, and Austria (EC, 2014a) recognize the value of other channels, but try to steer their channels more and more actively toward the online channels. Changes over time happen as well. Countries such as Canada have shifted the focus away from the Internet and focus on multiple channels. As reported by Reddick and Turner (2012), the focus since 2005 "has been largely on service integration, wherein online service delivery over the Internet or other telecommunications-supported media is but one of a number of service channels, which must each be capable of providing efficient and effective services with consistent results across various geographies, technologies, and user groups."

Pieterson (2010) attempted to classify the different types of strategies and created a segmentation in four types of strategies. Table 5.1 briefly summarizes these strategies.

Table 5.1 Channel Management Strategies

Name	Description
Parallel	Channels are positioned next to each other. Citizens are free to choose their channels, and services are available through each channel.
Replacement	Channels can replace each other. The assumption is that channels can be superior or inferior to each other. Customers would prefer to use the best channel and therefore one channel would replace another.
Supplemental	Channels have supplemental values; each channel has its own characteristics that makes it suitable for certain types of services. Therefore, governments should offer services via the best suited channels.
Integrated	All channels are integrated in the entire service delivery process. This means that all services are offered via all channels, but that strengths and weaknesses of channels are used in their design. Citizens are guided to the "best" channels and channels seamlessly refer to each other.

Source: Pieterson (2010).

Some authors argue that integration should be the ultimate goal of channel management (Pieterson, 2010), and others have worked on models that focus on how to achieve integration (Kernhagan, 2013; Madsen and Kræmmergaard, 2015). In this strategy, channels are no longer managed separately, but are connected in order to be seen as one single channel. The main reason behind this argument is that different service channels, according to various theories, have different characteristics that render them suitable for different tasks.

Not every service channel is the same. For example, channels differ in their ability to rapidly transfer information. This implies that, for example, receiving job vacancies from employers by telephone is inherently more inefficient than via a web form. In many ways, designing a multi-channel management strategy around the characteristics of services and channels makes a lot of sense. In this scenario, more data-driven services (e.g., registration, vacancy search, job matching) are being delivered online (via websites) and more ambiguous, trust-driven services (e.g., counseling, dealing with complicated employment cases) are being delivered in person.

The European Commission's Peer Reviews in 2011 and 2014 suggest that many public employment services try to achieve efficiency and effectiveness in their service delivery by offering certain services more prominently via certain service channels. Studies also suggest that, for governmental services, clients still choose the different channels for certain services in certain situations (e.g., Reddick and Turner, 2012; van den Boer et al., 2014). Reddick and Anthopoulos (2014) studied channel choice behavior in Canada and found that, even though the use of traditional channels is declining (e.g., traditional office visits declined from 64 percent in 2005 to 47 percent in 2012), the use of the website declined to 38 percent in 2012 after having increased to 47 percent in 2008. The authors attribute this decline to the web's limited capabilities in terms of problem solving. They found four factors to be key predictors of channel usage; the digital divide;[1] user satisfaction with the channel; the nature of the transaction; and security and privacy. These factors do make sense; there is no point in having an online-centric channel strategy if the population does not have the skills or access required to use these online channels. For these reasons, the multi-channel strategy needs to start and evolve with the needs and capabilities of the population.

Even though it has been argued that integration of all channels in an "omni-channel" or "blended" strategy would be beneficial for both the organization and its clients, the reality is much more complicated. To a large extent this is due to the rapid developments in the channel landscape. The past 25 years have seen the addition of a plethora of new channels. The first wave consisted of electronic channels such as websites and e-mail (20–25 years ago). This was followed about 10 years ago by the arrival of social media (e.g., Twitter, Facebook). Currently we are in the midst of the mobile revolution, where online services are being used more and more on phones (see Case Study 5.2 on mobile services in Africa) and tablets, and when it

[1] See Section 3.2 in Chapter 3 for a broader discussion on how skills affect labor markets.

is more and more common to have dedicated mobile apps (see Case Study 5.3 on new channels). Next up is the Internet of Things (IOT), where more and more different devices will interact. With every new channel that arrives, a public employment service has a series of questions to answer. Will this channel replace any other channel as a whole (the way websites and e-mail are replacing print and traditional mail)? Will this channel be so comprehensive that we can offer many or all services via this channel (e.g., via mobile apps)? Or is this channel only suited for a very specific purpose (e.g., video chat for training and support)? Depending on the answers to these questions and the agency's strategic goals, an agency may adopt different strategies or change strategies over time.

Currently, different public employment services are following different strategies. The Netherlands is an example of a public employment following the replacement strategy (Case Study 5.1).

Case Study 5.1

Strategy: The Internet as Replacement | The Netherlands

Hurt by the global economic crisis in the late 2000s, the Netherlands' government faced not only an increase in the number of job seekers, but also a decrease in the available budget for public employment services. Effectively, the 2015 budget for those services is half of the 2011 budget (2011: €490 million versus 2015: €240 million). This led public employment services to rethink their strategy and adopt a pure "Internet first approach." As a consequence, the number of offices decreased from 100 local offices in 2011 to 30 regional offices in 2015.

Public employment services invested heavily in the development of their electronic channels and set as their goal to exclusively serve by 2015 all of the unemployed via digital channels during their first three months of unemployment. This requirement should create a stimulus for job seekers (and seekers of benefits) to go online. For months 4-12, only the 10 percent of the population without sufficient digital skills were to receive training and coaching via other channels.

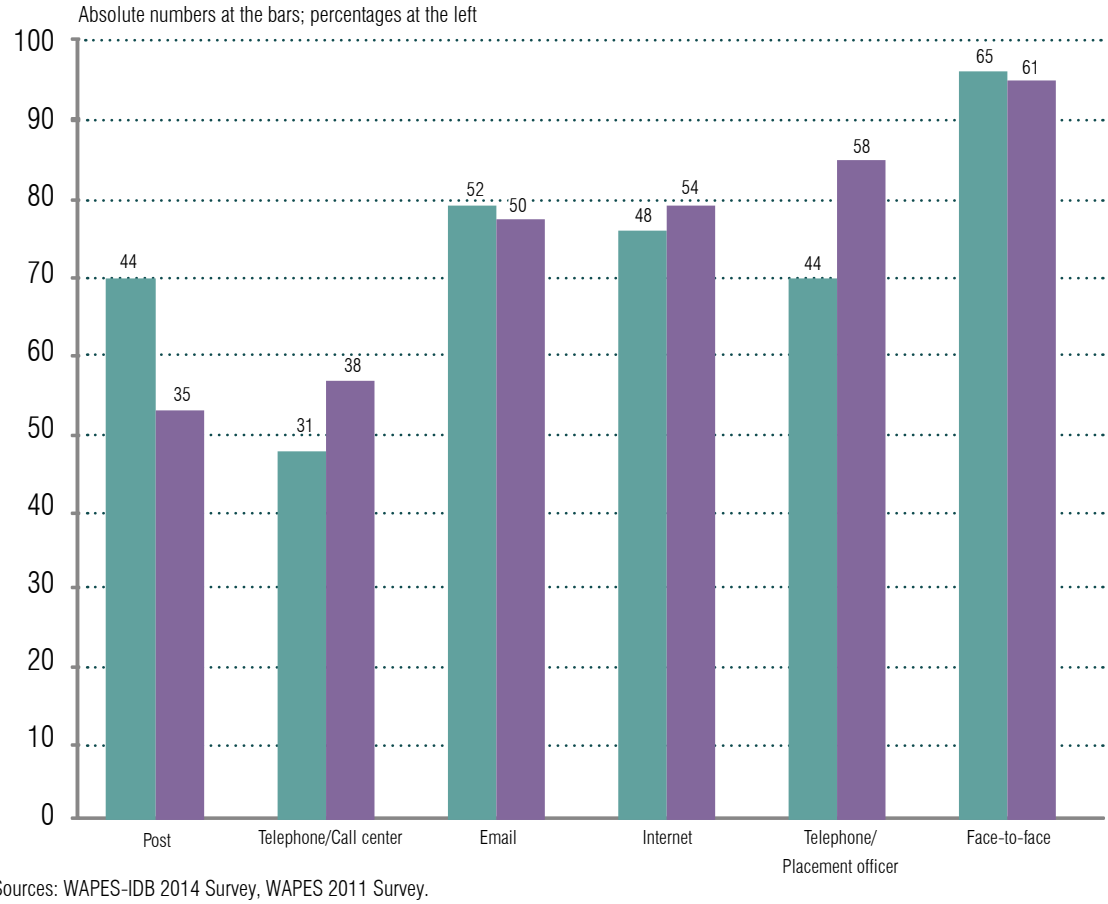
As a result of this policy, as of June 2014, 95 percent of all recipients of unemployment benefits registered online and 85 percent actively used online services. In addition, even though this strategy caused customer satisfaction to decline initially in 2011, by 2014 customer satisfaction levels were back at their 2010 levels (EC, 2014b). This suggests that a replacement strategy can be implemented effectively.

Both the 2011 WAPES Survey and the 2014 WAPES-IDB Survey asked questions about the channels used to deliver certain services to both job seekers and employers. In addition, the surveys asked about the relative importance of each aspect for the agency. This allows us to assess how public employment services are organizing their channels and how this has changed over the years.

The best way to compare different channels for the same services is by looking at the deployment of the different available channels to employers to register job vacancies. Figure 5.1 shows the percentage (when applicable) of public employment services that use which channels for vacancy registration in both 2011 and 2014.

Figure 5.1

Public Employment Services Deploying Different Channels for Vacancy Registration in 2011 and 2014



Sources: WAPES-IDB 2014 Survey, WAPES 2011 Survey.
Note: The number of PES participating at the survey varies across waves and hence variation in the percentages may reflect differences in sample size.

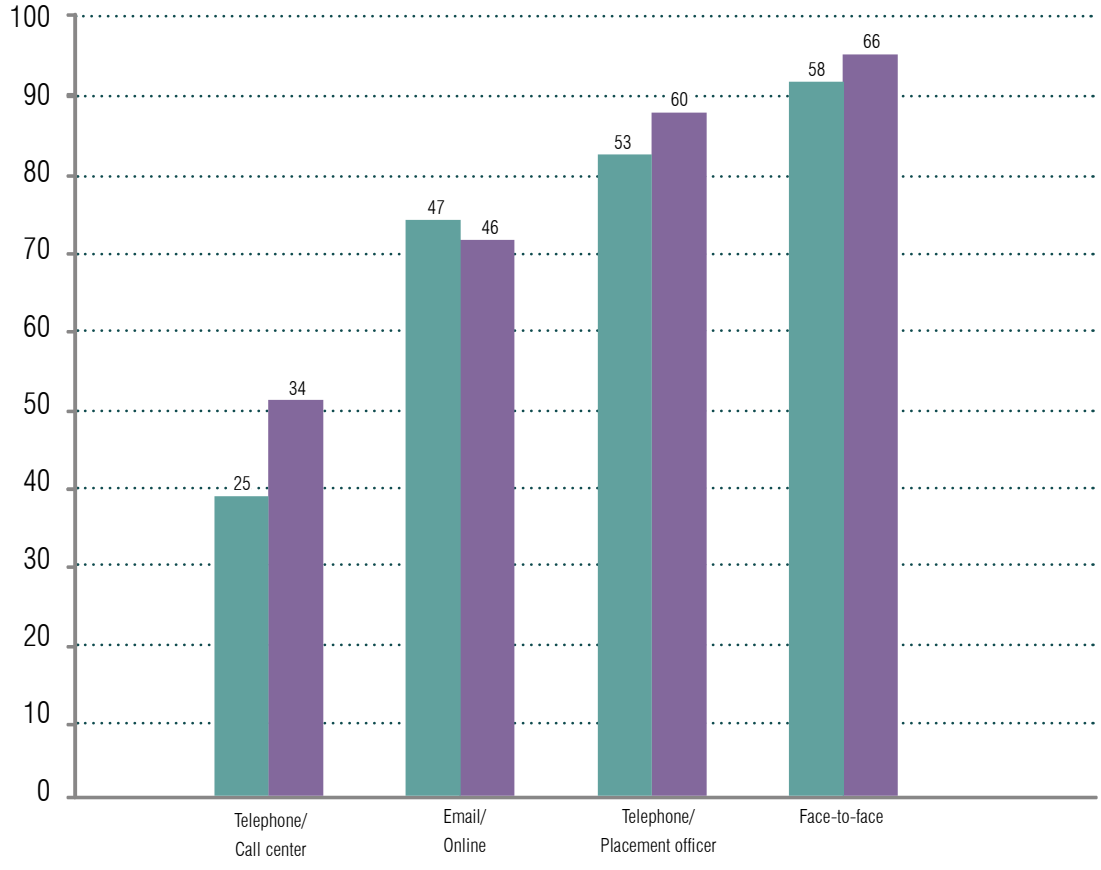
While the figure is by no means meant to draw finite conclusions (the number of respondents in the survey is too low for this), the data do provide an overall impression. First, most public employment services offer more than one channel to employers for job registration. This suggests that these channels are being deployed in parallel by these agencies. Second, face-to-face is (still) the most widely used channel for public employment services. Finally, we see some (significant) changes between 2011 and 2014. The traditional mail is losing its significance and the phone is becoming a more important channel for public employment services. This is largely due to developing countries that only relatively recently started using the telephone as a service channel. These findings are in line with other reports about public employment services (EC, 2014a) and developments in public service delivery to businesses in general (van den Boer et al., 2014).

Different patterns are seen for personal support services for employers (Figure 5.2). Given the more ambiguous and complex nature of these types of services, we can expect to see higher percentages for the more personal channel (face-to-face and telephone) and lower percentages for the online channels.

Figure 5.2

Percentage of Organizations Deploying Different Channels for Personal Support in 2011 and 2014

Absolute numbers at the bars; percentages at the left



Sources: WAPES-IDB 2014 Survey, WAPES 2011 Survey.
Note: The number of PES participating at the survey varies across waves and hence variation in the percentages may reflect differences in sample size.

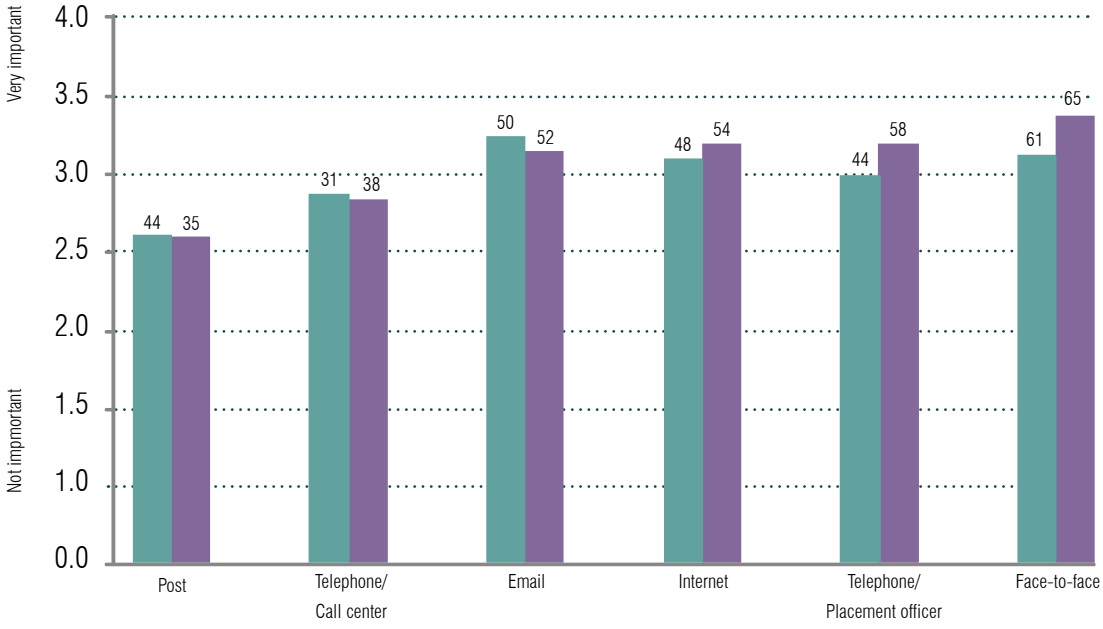
Figure 5.2 shows that, indeed, the more personal channels (telephone/placement officers and face-to-face) are the most common channels. The more anonymous telephone/call-center channel, as well as e-mail/online, lag behind, and we even see a small drop in the deployment of e-mail/online when comparing 2011 and 2014.

The level of importance that respondents assign to each channel can help determine the relative weight in the mix of channels. Figure 5.3 shows how important the channels currently are for vacancy registration and how that importance has changed over time.

Figure 5.3

Relative Importance of the Different Channels for Vacancy Registration in 2011 and 2014

Absolute numbers next to the bars; self rated relative importance at the left



Sources: WAPES-IDB 2014 Survey, WAPES 2011 Survey.

2011 2014

Again, due to the low number of respondents, the data should be regarded as indicative. Nevertheless, Figure 5.3 shows, first, that most channels play a similarly important role, with the most important outlier being the post channel. This suggests that most public employment services follow a strategy in which they deploy different channels side by side. Several countries mentioned this in the survey. For example, the Moroccan public employment service is working on a cross-channel strategy that encompasses all channels, including social networks.

Second, the relative importance of the online channels (e-mail and Internet) is increasing over time. This is also a reflection of the global tendency in which the online channels tend to become the focal point of the channel strategy. In terms of developing channels, most public employment services do indicate that they have developed their online strategies and focus on website development and other digital channels. This does not imply, however, that public employment services develop only their online channels. Various public employment services mentioned the development of other channels. The Brazilian public employment service, for example, will be introducing a free phone service, and the Bolivian public employment service is working on a similar initiative.

Nevertheless, the conclusion about channel strategies is straightforward. The online channels are becoming more and more important across the world. Most investments are being made in online services, and

the use of these channels is increasing. For now this is happening mostly at the cost of the postal mail channel. The other channels (face-to-face and telephone) remain widely used and are important in public employment services' strategies. It is uncertain, however, to what extent public employment services are actively following a defined strategy with clear goals. Tying the multi-channel management strategy to clear goals not only helps in making choices about what channels to offer for what service and for what audience, it also helps in prioritizing the decision-making process around investments.

5.4 Regional Differences

Whereas global tendencies show a move toward electronic services and the development of online channels, there are large regional differences in how channels are being used currently and how mature the electronic channels are. Table 5.2 shows which channels were being used for vacancy registration in 2014 by region.

Table 5.2
Deployment of the Different Channels for Vacancy Registration in 2014 by Region

	Number of Responses/Percentages				
	Africa	**Americas**	**Europe**	**Asia-Pacific**	**Middle East/ North Africa**
Telephone / Call center	8 (62%)	9 (41%)	14 (65%)	4(67%)	2 (67%)
Telephone / Placement officer	10 (77%)	20 (87%)	21(91%)	5 (83%)	2 (67%)
Postal mail	12 (92%)	4 (19%)	14 (61%)	2 (33%)	3 (100%)
E-mail	8 (62%)	19 (83%)	20 (87%)	3 (60%)	2 (67%)
Internet	6 (46%)	17 (74%)	24 (100%)	5 (100%)	2 (67%)
Face-to-face	13 (100%)	23 (100%)	21 (91%)	6 (100%)	2 (67%)

Source: WAPES 2014 Survey.

The table shows the extent to which different regions rely on different channels. Africa and the Middle East/ North Africa show a high reliance on postal mail and face-to-face channels. Their deployment of the Internet and e-mail is much lower, but the low number of responses may blur these findings. Europe and Asia-Pacific, on the other hand, have very maturely developed online services. However, it is apparent that about 60% of the European countries still offer the possibility to register vacancies by postal mail.

Similar differences by region can be seen for personal support services (Table 5.3). Europe and Asia-Pacific tend to focus more on e-mail/online, whereas these channels are less developed in Africa and the Middle East/North Africa.

Table 5.3

Deployment of the Different Channels for Personal Support Services in 2011 and 2014 by Region

	Number of Responses/Percentages				
	Africa	**Americas**	**Europe**	**Asia-Pacific**	**Middle East/ North Africa**
Telephone / Call center	6 (46%)	8 (36%)	14 (61%)	4 (67%)	2 (100%)
Telephone / Placement officer	9 (69%)	22 (96%)	21 (91%)	6 (100%)	2 (67%)
E-mail / Online	2 (17%)	16 (73%)	22 (96%)	5 (100%)	1 (50%)
Face-to-face	12 (92%)	23 (96%)	22 (96%)	6 (100%)	3 (100%)

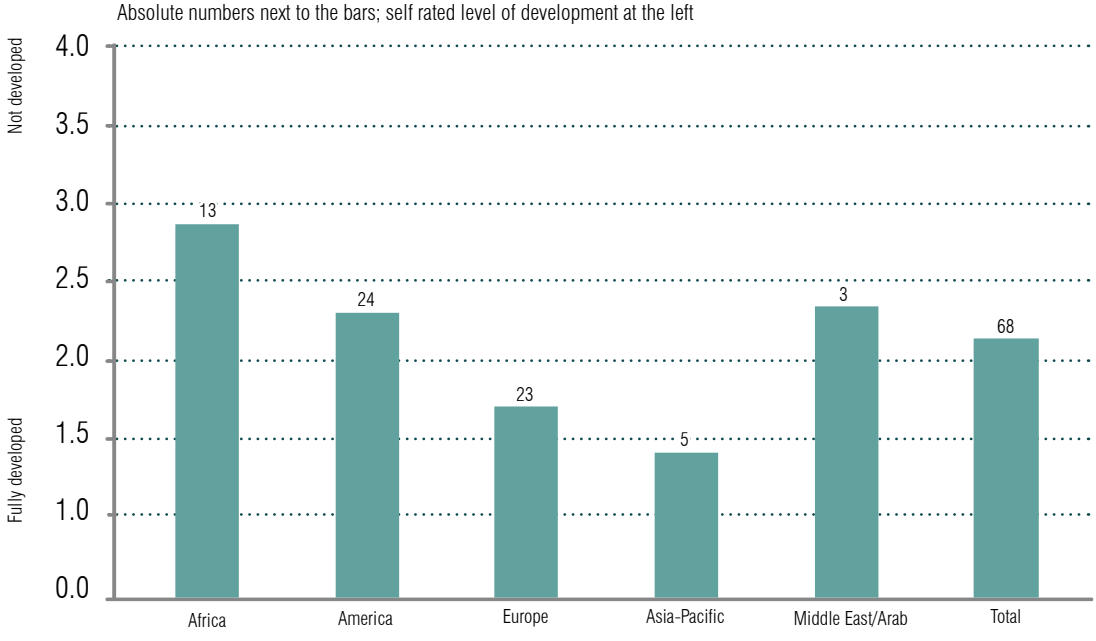
Source: WAPES-IDB 2014 Survey, WAPES 2011 Survey.

Not surprisingly, the differences between regions are large. For example, while nearly all public employment services in Europe and Asia-Pacific offer information and vacancies online, these percentages are significantly lower for Africa, Middle East/North Africa, and the (South) American countries. In general, the number of services offered to job seekers is also higher in Europe and Asia-Pacific. The same applies to the relative importance of most services. The only exception is self-service access to job offers in local offices, where Africa ranks higher than all other country groups.

The use of ICT to support services is one of the areas where we see the largest differences between Europe and Asia-Pacific, on the one hand, and the other regions, on the other (Figure 5.4). This is in line with the more general e-government benchmarks as reported by the United Nations (2012 and 2014).

Figure 5.4

Level of Development (Lower Indicates Higher Level of Development) of ICT Support Services, 2014



Sources: WAPES-IDB 2014 Survey.

This is also reflected elsewhere in the survey. When asked about their development efforts in recent years and plans for the immediate years ahead, many (mostly African) countries (e.g., Ivory Coast, Benin, Democratic Republic of Congo, Central African Republic, Burkina Faso) indicated they had only recently launched (or were in the process of launching) their first website. This correlates strongly with the availability of infrastructure to develop online services, as well as a digitally literate population.

The ability to utilize online services properly depends on the population's (1) access to the Internet, and (2) skill levels to utilize online services. According to the United Nations' 2014 e-government readiness survey, "one clear observation is that the income level of a country is a general indicator of economic capacity and progress, which thus influences its e-government development. Access to ICT infrastructure and the provision of education, including ICT literacy, are related to the income level of a nation" (United Nations 2014, p. 4). From this we can expect that public employment services in wealthier countries and groups of countries (e.g., Europe and parts of Asia) will have more developed online services (both from a supply and demand perspective) than those in, for example, Africa and the Middle East. The 10 world leaders in e-government are all wealthy countries: Republic of Korea, Australia, Singapore, France, Netherlands, Japan, United States, United Kingdom, New Zealand, and Finland.

The EU Public Employment Services Peer Review showed a similar divide within the European Union between its nations' public employment services. Northern and western European countries tend to have more mature e-services than the southern and eastern countries. The differences affect both the supply and demand sides of services. The wealthier nations are better equipped to develop state-of-the-art online services, and their populations are used to using the Internet and now smartphones, and consequently demand sophisticated e-services and apps to use public employment services.

Despite the fact that Africa is lagging behind in this area, there is considerable potential for African public employment services to use existing infrastructure to build unique and innovative services. Case Study 5.2 explores this for mobile services.

Case Study 5.2
Opportunity: Creating a Mobile Infrastructure | Africa

While Africa in general is lagging in the development of electronic government services, the growth and maturity of its mobile infrastructure is promising for the development of mobile services. Africa averaged annual growth in mobile subscriptions of 65 percent in 2012, giving it the highest growth rate in the world (United Nations, 2014). This leads to high mobile penetration rates. For example, Ghana currently has a mobile penetration rate of 69 percent.[1]

This focus on mobile creates many opportunities for public and private offerings. The most well-known example is M-Pesa, a private mobile platform for (micro) financial transactions. M-Pesa was first launched by the Kenyan mobile network operator Safaricom in March 2007. The initiative became popular quickly and grew to 17 million subscribers by December 2011 in Kenya alone (the Kenyan population is approximately 44 million). Currently it operates in many African countries, but has also expanded to Asia (e.g., India) and Eastern Europe.

The tremendous growth and success of M-Pesa not only illustrates the success of mobile in Africa, it also has paved the way for other services. In the context of government, Uganda has an SMS-based platform for mobile participation[2] enabling the country's youth to discuss community-related issues via SMS.

One example of how private companies are exploiting this range of developments in the context of employment services is Kenya's Duma Works, a mobile-based platform for connecting job seekers and employers. A similar initiative, M-Kazi, has developed a basic mobile app. Both applications have allowed thousands of job seekers to find jobs and interact directly with employers through SMS or USSD, without the need for advanced (smartphone) technology.

The success of Duma Works and M-Kazi show the potential for mobile public employment services in Africa. While current lessons could be drawn from existing African services like M-Pesa, lessons for the future could also be drawn from other countries that have invested in mobile service delivery. According to the United Nations, Singapore is leading the world in mobile government. Case Study 5.3 gives some examples of mobile apps.

[1] GSMA & Alcatel-Lucent (2013). Mobile Services for Youth Employment.
[2] Ureport; see http://ureport.ug.

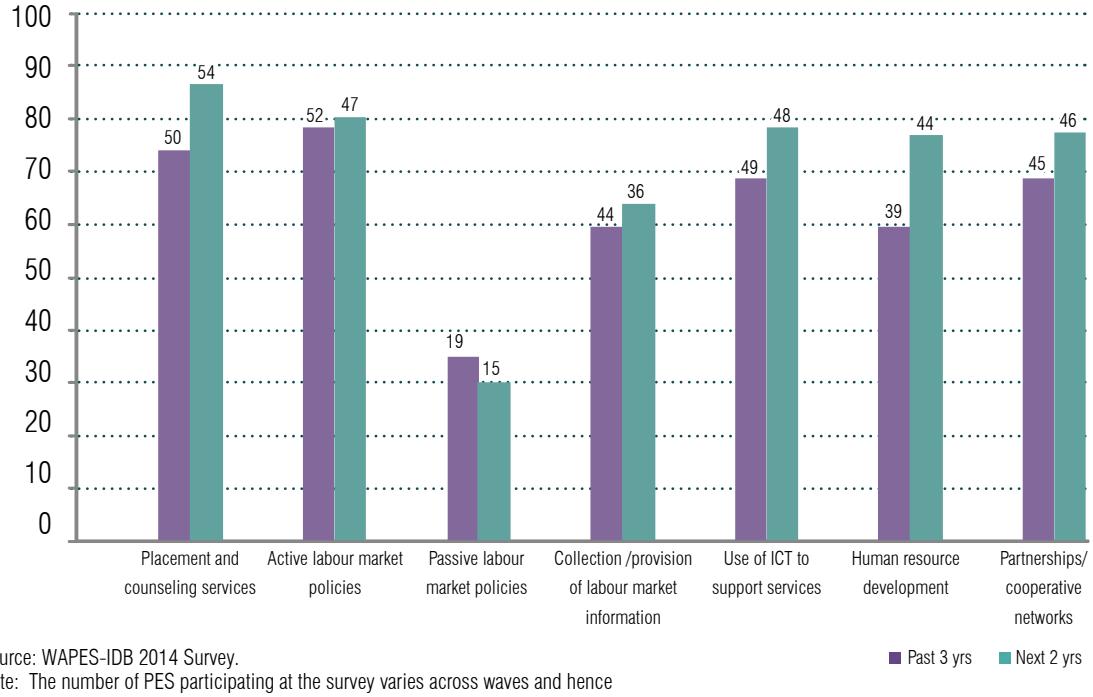
5.5 Innovations and the Future

The final topic to be explored in this chapter regarding multi-channel management is innovations and changes for the future. Survey respondents were asked to indicate if they had experienced many significant changes in different areas, and whether they were planning more changes in the coming two years. Service-delivery-related areas were among the areas where most changes happened in the past (placement and counseling, and the use of ICT for support services) and among the areas with most planned activities for the future.

Figure 5.5

Reported Past and Planned Future Changes in Public Employment Services

Absolute numbers next to the bars; percentages at the left



Source: WAPES-IDB 2014 Survey.
Note: The number of PES participating at the survey varies across waves and hence variation in the percentages may reflect differences in sample size.

This, once again, is in line with other studies focusing on changes. In the EU Public Employment Service 2014 Peer Review, all participants indicated they had made significant progress with the implementation of ICT in their services, increasing the use of ICT in the back office and as a channel for service delivery. This also aligns with the demand side in general that prompts government organizations to develop more fully functional online services.

These developments can take many different shapes. The surveys found many examples of different types of innovations that are being developed by public employment services, and most of these innovations are related to ICT. At the back-end of service delivery, countries like Ecuador are investing in business intelligence and big data. Business intelligence is a useful application to track the use of channels and services, and it can help in making decisions regarding the design of service channels. Another back-end innovation is found in Albania, where the public employment service is equipping all regional and local offices with webcams. This should allow the national office to be connected in real time with all offices and thereby be able to provide services and training. This could potentially affect face-to-face service levels positively.

The most mentioned innovation, however, is adding new channels and mostly delivering services via mobile. This is not limited to the more developed countries. Trinidad and Tobago, for example, has developed mobile applications for BlackBerry and Apple, and Cambodia is working on a smartphone app for registering job seekers. Case Study 5.3 explores the development of mobile apps in more detail.

Case Study 5.3
New Channels: Mobile Apps | Various Countries

Various public employment agencies have already developed dedicated mobile apps for job seekers and/or employers, while others are planning to do so. This box describes a number of key examples from around the world. While the number of apps will certainly increase over time and few doubt the overall trend toward mobile services, no data are available that evaluate the impact of these apps.

1. Jobs Abu Dhabi

The Abu Dhabi government is at the forefront of developing dedicated mobile applications. As of December 2014, 19 different mobile apps were available for various services (see https://www.abu-dhabi.ae/portal/public/en/mobile_apps). In December 2013, the government launched its "Jobs Abu Dhabi" app for Android and iOS. This application allows job seekers to search and apply for jobs. In addition, it offers features such as uploading different CVs.

2. Express Plus Job Seekers

The Australian government has a mobile app for job seekers, but with different functionality. The Express Plus Job Seekers app allows job seekers to report their income and changes in circumstances to the Australian government. In addition, job seekers can change their personal details and access information online via the app.

3. Ape Sena

The Colombian government, under its National Training Service (Servicio Nacional de Aprendizaje – SENA) launched an app in December 2014 that allows job seekers to search and apply for jobs. It also offers the opportunity for employers to check the status of any vacancies created in the system.

Another development is that the distinction between channels has become increasingly blurry. In part this has to do with the evolution in channels. For example, applications like Skype make it possible to have telephone conversations online. This blurs the lines between channels. In part it is also because channels are increasingly being used simultaneously or sequentially in one service delivery process. Work in the European Union (EC, 2014a) shows that these forms of blending are increasingly popular with public employment services. One example of how different channels are blended consecutively in one process would be a case in which the telephone service forms a bridge between the local office and the Internet: frequently asked questions are handled via the Internet, first-line questions (general questions) are handled by the call center, and second-line questions (highly personalized questions) are handled by the regional/local office (in the Netherlands).

The European Union report lists other examples of how channels are blended. One of the more novel is the Swedish public employment service, which uses "co-browsing," where the call center agent sees the same website as the client (Case Study 5.4).

Case Study 5.4

Innovation: Blending Channels through Co-browsing | Sweden

Sweden has one of the highest levels of (broadband) Internet penetration (around 90 percent) in the world. The high levels of connectivity and widespread adoption of various e-services has led to a high demand from clients for online services provided by Arbetsförmedlingen, the Swedish public employment service.

However, not every client is able to successfully use online services. Various studies suggest that clients who are unable to succeed online resort to traditional service channels (Pieterson, 2010). To keep clients within the online channel and deliver services that are delivered in a way that is relevant and adapted to the client's capacity and situation (EC, 2014c), the Swedish public employment has adopted co-browsing.

Co-browsing essentially means that a client who is online and cannot find information or complete a service can click a banner that allows a public employment employee to see the client's screen and provide assistance. In addition, chat/text, audio, and video facilities provide support in this screen-sharing process. Through the use of different channels simultaneously, co-browsing is an excellent example of blended service delivery.

Customer satisfaction surveys show that over 90 percent of public employment service clients are satisfied with this type of service. In fact, 92 percent of nearly 1,600 respondents said they "would prefer this type of support/assistance again" (EC, 2014d).

While blended service delivery is a good way of supporting clients and ensuring successful service delivery, it does require high levels of coordination between the two channels to ensure that the same content is available, as well as coordination between the organizational units involved. This might imply that successful blending for the time being is limited to public employment services that have sophisticated and integrated back offices.

5.6 Summary and Conclusion

This chapter has discussed how different service channels can be used to deliver different services to different client groups under the label of multi-channel management. Public employment services have a variety of service channels at their disposal to interact with their clients and deliver services. Differences between channels, services, and client groups affect what channel can be deployed in what situation. This is further complicated by the notion that public employment services need to find a balance between (1) succeeding in the delivery of services (effectiveness), (2) doing this as (cost) efficiently as possible (efficiency), and (3) keeping clients and other stakeholders satisfied (satisfaction).

Technology-driven service delivery (e.g., via the Internet) has long been seen as a way to increase the efficiency of service delivery. This chapter discussed a number of different channel strategies that public employment services can use. Several studies have shown that a strategy whereby all channels are integrated and blended offers the most potential to reach all three different goals. The Internet, at least in developed countries, is taking an increasingly prominent position as a channel in this integrated service delivery strategy. In countries with very high Internet penetration rates and highly skilled populations (e.g., Singapore, Scandinavia), the Internet has become the leading channel in the strategy, with most of the other channels taking more of a support role. The survey data, however, show that despite an increase in the utilization of electronic channels by public employment services, most of these services still use all available channels. More importantly, most survey respondents see most channels as being important for their service delivery. There are, however, large regional differences. Whereas in Europe and Asia online channels are increasingly becoming the main service channels, in Africa, the Americas, and Middle East/ North Africa the face-to-face channel remains by far the most prominent. However, in these latter regions one can see the push forward to more ICT-driven processes.

With the number of channels increasing and public employment services relying more and more on a diverse set of channels, it becomes increasingly important that public employment services develop a multi-channel management strategy based on clearly defined goals. This will ensure that client and organization expectations are being met within budgetary constraints. There are downsides to this as well: picking a clear strategy might exclude certain channels or make it harder for certain client groups to communicate with a public employment service. An integrated strategy should resolve most of these concerns, but its biggest drawback is that it relies on detailed insights on clients' behaviors, the services offered, and the channels available. This might be a hindrance to less-developed services that are just starting to utilize multi-channel management. These countries are advised to develop their multi-channel strategy in parallel with a measurement strategy, under which they keep track of their clients' usage of channels and are thus able to quickly adjust which channels are used for which services and for which client group.

The need for strategies is fueled by new innovations and will be further fueled by future developments. The increased use of mobile technologies is opening up new service channels that create opportunities to communicate with clients. However, this might also increase the strain on already financially restrained public employment services if the use of mobile technologies does not lead to a reduction in the use of other channels. The same applies to innovations such as blended service delivery. While from a theoretical perspective blending is a great way to increase the effectiveness and efficiency of service interactions, it requires high levels of coordination between the different channels.

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6

Outlook

6.1 Introduction

As described throughout this volume, there is considerable diversity in public employment services across countries, including different statutory responsibilities, organizational structures, and resources available. Some countries are still in a relatively early stage of development, where the focus is on developing a nationally coherent set of core services. In other countries with more well-developed public employment services, attention is increasingly being paid to determining how those services can be an integral part of larger economic development efforts.

In addition to addressing the development priorities rooted in their unique institutional contexts, public employment services must be able to address short- and long-term labor market challenges and changes. In terms of short-term challenges, a pressing issue is the continually high rates of unemployment plaguing many countries. These rates are starting to decline, albeit gradually, in OECD countries, a trend that is expected to continue. On the other hand, emerging G20 economies are expected to see slight upticks in unemployment, while other emerging economies are expected to have stable unemployment rates (OECD, 2014; ILO, 2015). Challenges related to high rates of youth and long-term unemployment are expected to persist, with many countries expected to see substantial increases in youth unemployment (ILO, 2015). Additionally, the gender gap in unemployment and employment rates that closed somewhat during the global financial crisis is now showing signs of reopening (ILO, 2015). Particularly worrisome is the fact that in a number of OECD countries, there is increasing evidence that some of the cyclical increases in unemployment seen during the crisis have become structural, meaning that even a strong recovery may not be sufficient to fully reverse these trends. Matching efficiency (the ease with which job seekers find work and fill vacancies) may have actually started to deteriorate in some countries (OECD, 2014). Finally, skill gaps and mismatches remain pressing challenges. Thirty-six percent of employers globally are struggling to fill open positions (Manpower Group, 2014). At the same time, the OECD's Survey of Adult Skills found that 21 percent of workers surveyed reported being overqualified for their job (OECD, 2013).

While addressing these short-term challenges and others that can be considered immediate priorities for public employment services, longer-term shifts in the labor market also need to be considered, especially as they may call for a broader reconsideration of how public employment services organize their work. While a full analysis of the future of work and implications for public employment services is beyond the scope of this Outlook, several potential scenarios for longer-term changes in the labor market are considered below. We then turn to discussing the type of responses these changes may require.

6.2 Who Will Be in the Labor Force?

Growth in the labor force will slow down or even shrink, while the composition of workers will skew older

The composition of the labor force is expected to change in a number of key ways. For one, while the population will continue to expand in Africa, Asia, and Latin America and the Caribbean, global growth in the labor force is expected to slow, or even shrink. The working-age population (15-64) is expected to grow only modestly in the OECD between 2010 and 2020 (+2.2 percent), and to actually shrink in EU27 countries (–1.5 percent). In large emerging economies, however, it will continue to grow rapidly (9 percent) (OECD/European Union, 2014). A related issue is that the labor force is aging. In 2014, the share of workers age 55 and older in the global workforce was 14.3 percent, compared to 10.5 percent in 1990. By 2030, this number is expected to grow to 18 percent, the equivalent of roughly 750 million older workers (ILO, 2015).

A new generation of young people will enter the market, with some having been "scarred" due to entering the labor market during the global financial crisis

At the other end of the age spectrum is the generation of young people who entered the workforce during the crisis. This population may face particular labor market challenges, as (evidence suggests that) periods of unemployment during one's youth, particularly if long in duration, can have longer-term "scarring" effects throughout the life cycle. It not only increases the likelihood of later unemployment and decreases wages, but can also have broader effects on happiness, health, and job satisfaction (Bell and Blanchflower, 2011). There may also be implications for the next generation of workers' trust in government and public institutions more broadly, as evidence suggests that there is a relationship between social unrest and high/rising rates of male youth unemployment (ILO, 2015).

The workforce will be more global in nature, as high rates of international migration continue and mobile/virtual working continues to expand

The geography of the labor force is also changing, with labor markets continually becoming more global in nature. Between 1990 and 2013, the number of international migrants worldwide rose by over 77 million (an increase of roughly 50 percent). The North gained the largest absolute number of migrants, but since 2000 the average annual growth rate in international migrant population in the South outpaced the growth rate in the North (2.3 versus 2.1 percent annually) (United Nations, 2013). While international migration slowed somewhat during the crisis, evidence suggests that rates are again rebounding, at least in OECD countries (OECD/European Union, 2014).

Physical mobility is not the only trend making labor markets more global. Increasingly, employees no longer need to be in the same physical location, or even country, as their employers. In 2015, the number of

mobile/virtual workers is expected to reach 1.3 billion, an increase of 300 million compared with 2010 (International Data Corporation, 2011). As technology expands, even more complicated interaction-based work can be conducted virtually. Much of the expected job growth in advanced economies can now be conducted virtually (McKinsey Global Institute, 2012).

Cities will take on increasing importance as the main locations of workers

Finally, more and more of the labor force will be concentrated in urban areas. The United Nations estimates that 54 percent of the world's population was living in urban areas in 2014 (compared to 30 percent in 1950). By 2050, this percentage is expected to reach 66 percent. Africa and Asia, which currently are the most rural regions, are expected to experience the most rapid urbanization during this time frame (United Nations, 2014). In some more developed OECD countries, knowledge-based jobs are increasingly locating in city centers, while lower-skilled jobs are dispersing out of city centers (Tochtermann and Clayton, 2011). As the geography of workers and opportunities continues to shift, attention needs to be paid to potential geographical mismatches, for example between the location of low-skilled workers, who typically have less mobility, and low-skilled jobs.

6.3 What Kind of Jobs Will Be Available?

Vulnerable employment is declining, but new types of working arrangements raise concerns around the precariousness of jobs

Significant changes are also expected in the types of jobs available, both in terms of how employer/employee relationships are structured and what skills are needed. In terms of the former, while nearly 50 percent of workers worldwide can be considered to be in vulnerable employment (own-account work and contributing to family employment), vulnerable employment is on a moderate decline in most regions, most significantly in Asia and the Middle East (ILO, 2015).

However, in more developed economies, certain types of precarious employment are a growing concern. Temporary employment continues to be widely used across a number of OECD countries, and contracts for services tend to be increasingly used as an alternative to regular open-ended contracts. These temporary jobs are disproportionately held by younger, less-educated, and lower-skilled workers and are not a voluntary choice for most employees (OECD, 2014). In the United Kingdom, for example, 697,000 people were employed on "zero hours contracts" in their main job from October to December 2014, compared to 586,000 for the same period a year prior (UK Office for National Statistics, 2014).

Another shift in the labor market can be seen in the growth of the "gig economy" (aided by web-based platforms ranging from oDesk to Uber to Amazon's Mechanical Turk). In 2014, it was estimated that 53 million Americans—34 percent of the U.S. workforce—had engaged in supplemental, temporary, or project- or contract-based work in the past 12 months (Freelancers Union and E-lance-oDesk, 2014). However, there is debate as to whether this type of work and other types of necessity entrepreneurship are a short-term response to the economic crisis or indicative of a longer-term trend. If the latter, this may be

considered part of a larger shift towards "hyperspecialization," in which even knowledge work is parceled into discrete packages along global supply chains (Malone, Laubacher, and Johns, 2011).

Demand at different skills levels is changing, and the divides between low- and high-skilled labor are growing

Globally, the share of low-skilled and nonroutine manual jobs has declined, while the share of high-skilled, nonroutine cognitive jobs has increased (ILO, 2015). In developed economies, in particular, there is significant concern about the hollowing out of middle-skill jobs and increasing inequalities between low- and high-skilled workers. The returns at different levels of skills are also changing. In a study of global value chains in manufacturing, the income shares of high-skilled workers and capital increased between 1995 and 2008, while they decreased for medium- and low-skilled labor. These findings held true in both high-income and other countries (Timmer et al., 2014).

Although the relationship between the labor market, inequality, and growth is complex, OECD research suggests that inequality in fact undermines growth. Rising inequality was estimated to have decreased growth in Mexico and New Zealand by more than 10 percent points in the two decades prior to the crisis, with one potential mechanism being that greater levels of inequality impeded investment in human capital in the lower-middle and working class (Cingano, 2014).

While mechanization and technology changes will continue, the potentially negative effects of changes in the demand for skills are not inevitable. With the right management practices, workers at both ends of the skill spectrum will be able to exercise autonomy and discretion in their work. Research suggests this is not only an important aspect of job quality (OECD, 2014), but also has positive links with endogenous (i.e., in-house) innovation (Arundel et al., 2007). This type of incremental innovation can enhance productivity and serve as an important mechanism for firms to move toward higher product market strategies (and higher-quality service delivery).

New types of skills will increasingly be in demand

In addition to potential shifts in the structure of work, the types of skills in demand are also likely to change. As technology and mechanization reduce the demand for more routine and low-skilled work, the need for routine cognitive and craft skills is declining, while the demand for information-processing skills and other high-level cognitive and interpersonal skills is growing (OECD, 2012). Additionally, in the context of the need to transition to a low-carbon economy, significant changes are expected in labor demand both between and within economic sectors. There will be a shift in demand for some occupations—both negative or positive—while new occupations are likely to emerge. Additionally, many existing occupations and industries will need to incorporate green practices into their work, affecting the types of skills their workers will need (OECD/Cedefop, 2014).

6.4 How Will People Find Those Jobs?

While personal networks will continue to be critical, new technologies will change how people look for jobs

In addition to changes in the labor force and the jobs available, there are also likely to be changes to how people find jobs. Job search through personal networks, historically the most common way of finding a job, is unlikely to become less prevalent. However, the proliferation of new technologies and platforms have already affected and will continue to affect job searches. According to a 2013 survey by the Society for Human Resource Management, 77 percent of employers reported using social networking websites to recruit employees, compared to only 34 percent in 2008 (SHRM, 2013). Another study in the United States estimates that 60 percent to 70 percent of job openings are now posted online, although coverage varies depending on education requirements (rough estimates ranging from 80–90 percent for openings for candidates with a Bachelor's degree to 30–40 percent for openings for candidates with only some college or an Associate's degree) (Carneval, et al., 2014). In emerging markets, a number of companies and non-profits have emerged that utilize mobile technology to help match job seekers and employers. Some, such as LabourNet, even have a specific focus on the informal sector (World Bank, 2012).

Job transitions will be more frequent and the dichotomy of employed/unemployed will become less relevant

Finally, evidence suggests that people will be looking for jobs more often, as the model of long-term employment with a single employer fades. Work will likely be increasingly characterized by multiple transitions between jobs, and the dichotomy of employed/unemployed may become less relevant as part-time and contract work become more prevalent. As technology continues to change, there is also increased risk of skills becoming obsolete. Some estimates put the current half-life of technology skills (the rate at which they become half as marketable) at only 2.5 to 5 years, highlighting the importance of life-long learning to make these transitions smoother (Deloitte, 2015).

6.5 Implications for Public Employment Services

The global financial crisis has reduced not only the public's confidence in the stability of the labor market, but also their trust in government to address these challenges. The delivery of high-quality and effective employment services becomes even more pressing in this context. In examining how to best organize the delivery of these services, public employment agencies should not only consider their immediate development needs based on the short-term labor market outlook and their unique institutional context, but also the implications of these long-term trends. In particular, a number of issues examined below are worthy of consideration.

Additionally, in order to remain relevant and trusted in an increasingly crowded marketplace, public employment services will have to increasingly demonstrate their added value, be it the quality, depth, or range of services they provide. The importance of strengthening monitoring and evaluation across PES interventions also cross-cuts these issues. While enhanced monitoring and evaluation must be balanced against the increased administrative processes it can entail, a stronger culture of evidence-based policy making is an important component of building stronger PES.

Longer-term coordinated services may take precedence over one-shot interventions

As the model of holding a single job fades and people increasingly transition between multiple employers (and types of employment) over the course of their careers, public employment services may need to consider shifting from a model of one-shot interventions delivered during spells of unemployment to playing a larger role in coordinating employment and training services across the lifespan.

- Career guidance may need to be expanded from helping young people choose an initial career path to mid-life career guidance for older workers.
- Technological change, and the resulting need for people to continually upgrade their skills, likewise calls for an increased focus on life-long learning and upskilling, another area where public employment services can play a role.
- As precarious employment increases, measures of job quality, not just job placement, will become increasingly important in performance measurement.
- Follow-up support post-job-placement may take on increasing relevance in tighter labor markets to ensure that the most disadvantaged are able to achieve longer-term success.

Policies and programs will need to be adjusted to respond to changes in the composition of the labor force

The changes expected in the labor force going forward have a number of implications for public employment services.

- For one, services will have to be adjusted to better meet the needs of older workers, including providing opportunities for life-long skill upgrading, career guidance focused on mid-life career shifts, and support to increase post-retirement labor market attachment (e.g., entrepreneurship, part-time work).
- Focused attention may also be needed as the current generation of young people move through their careers to minimize the negative long-term effects of the crisis.
- To continue to help the large populations of international migrants integrate into the labor market, it will be important to facilitate access to services such as language classes and recognition of foreign credentials.
- Finally, increasing urbanization of the labor force may bring opportunities to provide more flexibility for city-level public employment services offices to develop targeted strategies for urban labor markets.

Enhanced employer engagement may be needed to secure better longer-term outcomes

Public employment services will also need to explore new and more intensive ways of working with employers.

- Partnering for on-the-job training and upskilling of incumbent workers is an obvious pathway for enhancing employer engagement.
- However, there may also be other, more innovative approaches. For example, working with employers around work organization principles and practices can help to raise job quality and lead to incremental innovation, leading to improved productivity and growth.

Public employment services must adapt business models to new actors and new technologies

As new platforms ranging from social networking sites to mobile applications open up for linking job seekers with employers, public employment services must consider adapting their business models.

- Learning how to work with and incorporate these new platforms and technologies will be important for all public employment services going forward both to enhance client engagement and to make internal processes more efficient.
- Additionally, working in partnership will become even more important in order to reduce redundancies and build synergies across the private and public sectors.

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7

Country Profiles

Guide to the country profiles

One important contribution of the report is the presentation of profiles of public employment services provision around the world. The country profiles summarize self-reported characteristics of the 73 public employment services from the 71 countries participating at the WAPES-IDB 2014 Survey.

The country profiles use a common framework. First there is table and two figures representing key labor market indicators. The background table comprises population (total), GDP per capita (in U.S. dollars), total unemployment rate (%), female unemployment rate (%), unemployment rate male youth (15-24) (%) and unemployment rate female youth (15-24) (%). The first figure provides proportion of total employment by economic sector in 2012 or the most recent year the information was available for a given country. The second figure provides the employment growth by economic sector from 2002 to 2012 or the most recent year the information was available for a given country. Detailed information about the indicators can be found in Annex D.

Second there is a detailed description of the institutional and operational characteristics that make up each country's public employment services. The information in the remaining sections is compiled based on data from the WAPES 2011 and WAPES-IDB 2014 Surveys. These are structured as follows:

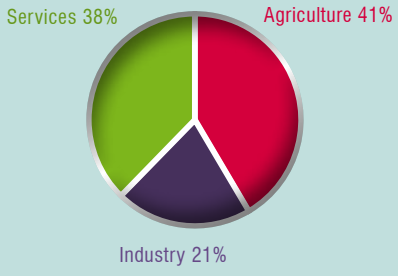
- Organization and areas of responsibility
- Offices
- Staffing
- Budget and funding
- Job placement services
- Active labor market programs
- Migration and mobility
- Unemployment Insurance Scheme
- Unemployment and Social Benefits
- Labor market information services

Albania

Structural Indicators	2009	2012
Population (total)	2,884,303	2,801,681
GDP per capita (in U.S. dollars)	3,592.7	3,994.2
Total unemployment rate (%)	13.8	14.7
Female unemployment rate (%)	16.4	13.0
Unemployment rate, male youth (15-24) (%)	24.9	31.1
Unemployment rate, female youth (15-24) (%)	25.6	24.3

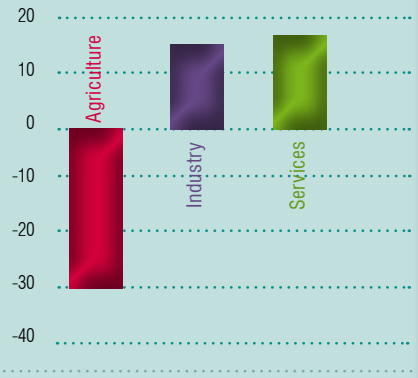
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2010



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2000 to 2010



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It has a national headquarters, regional organizational units, and local offices for service delivery. A tripartite Management Board with members from the state, employer, and employee organizations is included in policy and program decisions, budget allocations, and in setting eligibility criteria for labor market programs.

Duties/Portfolio

Legally assigned duties of the public employment service are job placement and job brokerage, labor market information and statistics, active labor market policies, administration and management of unemployment benefits, and labor market migration.

Regulations Registration of Job Seekers and Vacancies

Job seekers are not required to register, but employers are legally required to register job vacancies.

Offices

Total of 36 offices, including 12 at the regional level and 24 at the local level.

Staffing

Total of 433 staff full-time equivalents, of which 38 work at headquarters, 166 in the regional offices, and 229 in the local entities.

Budget and Funding

The public employment service had a budget of US$14 million in 2013. Most of the budget (67%) was spent for unemployment and social benefits; 27% was for agency salaries and wages. The budget is fully funded by public sources and donors.

Job Placement Services

Job Placement Services for Job Seekers

The most important service is direct job offers by placement staff. Matching technology includes a computer-based data bank that lists registered job vacancies and job seekers.

Placement staff conduct personal job search interviews and/or provide assistance and information on searching for vacancies offered by local offices.

Job Placement Services for Employers

Employers are serviced through a public employment service office and to a lesser extent through the Internet. Employers can contact the applicant directly or through the responsible public employment service officer. Personalized services are provided for employers. Preselection of candidates through the public employment service is standard. To find suitable candidates for vacancies, placement officers contact candidates through the call center, directly by telephone, or by personal contact at the agency office or the employer's site. Targeted site visits are made to selected companies/branches to stimulate demand and develop specific service packages. The agency also organizes job fairs.

Active Labor Market Programs

Target Groups

The main target groups are young people, women, migrant workers with higher qualifications, and the long-term unemployed. Another important target group is ethnic minorities. Referrals are made to specialized social services for specific problems (e.g., alcohol/drugs, debts, housing, ex-prisoners etc.).

Programs

Programs include general vocational guidance for young people and adults, vocational training measures (provided by the public employment service itself or by external agencies), wage cost subsidies, and the promotion of worker mobility.

Migration and Mobility

Job offers abroad are an important part of the work of the public employment service. The agency provides candidates with information and advice for finding jobs abroad. The offices also assist foreign employers looking for migrant workers, foreign workers already residing in the country, and migrant returnees.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is responsible for the management of unemployment benefits and other social assistance allowances or related additional allowances.

Labor Market Information Services

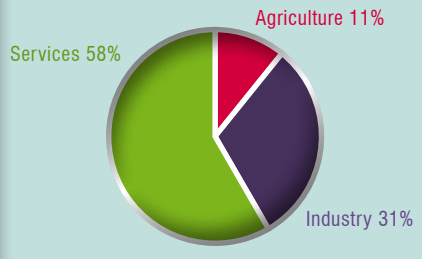
The public employment service collects and disseminates labor market statistics at the national, regional, and local levels for government and statistical institutions. In general, the information gets published in leaflets or brochures, as well as on the Internet website (with download options). The agency engages in labor market research beyond monitoring of labor market development.

Algeria

Structural Indicators	2009	2012
Population (total)	36,383,302	38,481,705
GDP per capita (in U.S. dollars)	3,091.1	3,215.2
Total unemployment rate (%)	10.2	9.8
Female unemployment rate (%)	18.3	17.9
Unemployment rate, male youth (15-24) (%)	19.3	24.1
Unemployment rate, female youth (15-24) (%)	35.1	37.9

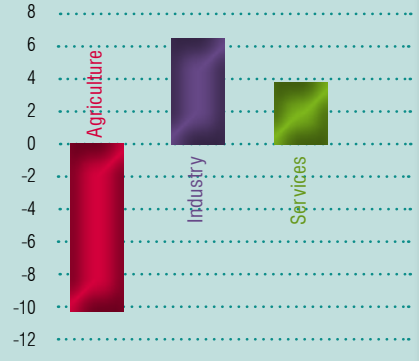
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2011



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2001 to 2011



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It consists of a central headquarters; there are no other units at the regional or local level. The organization includes a Management Board with a tripartite structure (state, employer, and employee organizations). The board is involved in designing policies and programs, budget allocations and shifts, and performance management. Further tasks are developing and maintaining relationships with labor market actors and setting eligibility or targeting criteria for participation in labor market programs.

Duties/Portfolio

Legally assigned duties of the public employment service are job placement and the collection of labor market information. Services regarding labor migration are also provided.

Regulations Registration of Job Seekers and Vacancies

Job seekers are required to register and employers are required to register job vacancies.

Offices

258 offices nationwide.

Staffing

Staff of 4,995, including 250 at headquarters.

Budget and Funding

No information on the budget available.

Job Placement Services

Job Placement Services for Job Seekers

Important services offered to job seekers are self-service access to job offers, and vacancies offered directly by staff. A computer-based data bank of registered job vacancies and job seekers supports the matching process, as does an Internet-based vacancy bank and online tutorials about the job search process. Placement staff provide personal assistance on finding job offerings at local public employment service offices. A mixed type of profiling is applied based on the placement officers' assessment and technical analysis.

There is in-house provision of applicant training, supported by externally provided training and specialized placement agencies. Individual action plans defining the job search and targets (e.g., number of applications and areas for job search) are also part of the program.

Job Placement Services for Employers

A key service provided for employers is the registration of job vacancies by telephone, through direct contact with placement officers or a call center, via postal mail, or at the public employment service office. Employers also have access to the applicant data bank and can contact applicants directly. Agency offices use a computerized matching system for job seekers and vacancies. Group information for suitable workers is commissioned by the employer. To stimulate demand and develop specific service packages, the agency makes targeted site visits to selected companies. Public employment service offices offer different service levels for different customer groups and give advice or support to companies in cases of crisis.

The public employment service officer supports recruitment through personal contact with the candidates via telephone, at the public employment service office, or at the employer's site. A preselection of suitable candidates is standard, as is the organization of job fairs.

Active Labor Market Programs

Target Groups

The most important target groups are job seekers under 25 and over 50, single parents, the long-term unemployed, women, disabled persons, and immigrants and migrants.

Programs

Programs offered for job seekers are general vocational guidance for young people and adults and the funding and/or referral of training provided by external organizations.

Migration and Mobility

The public employment service assists foreign employers looking for migrant workers, migrant workers who already reside in the country, and migrant returnees. Also offered, but less important, are information and advice for finding a job abroad.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is not responsible for unemployment or social benefits.

Labor Market Information Services

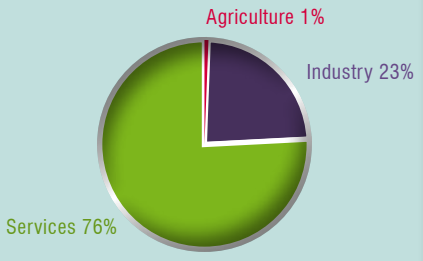
Statistical information is collected at the national, regional, and local levels for the government and statistical institutions. Publications with labor market information are available in leaflets or brochures, and on the agency website with a download option. The public employment service is also in charge of labor market research beyond the monitoring of labor market development.

Argentina

Structural Indicators	2009	2012
Population (total)	40,023,641	41,086,927
GDP per capita (in U.S. dollars)	4,930.8 (2003)	6,195.4 (2006)
Total unemployment rate (%)	8.6	7.2
Female unemployment rate (%)	9.9	8.9
Unemployment rate, male youth (15-24) (%)	18.8	15.5
Unemployment rate, female youth (15-24) (%)	24.7	23.3

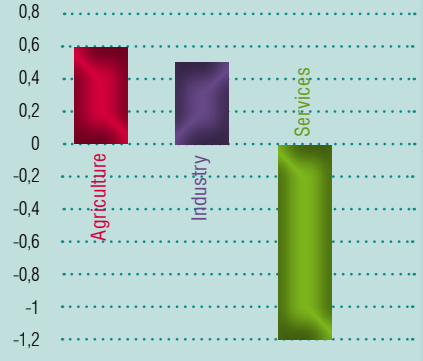
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2000 to 2010



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent with its own organizational line units for service delivery at the local level.

Duties/Portfolio

Tasks include job placement, labor market information, active labor market policies, administration of unemployment and social benefits, and labor migration policies. These tasks do not represent legal obligations of the public employment service.

Regulations Registration of Job Seekers and Vacancies

There is no legal requirement either for job seekers to register or for employers to register job vacancies.

Offices

There are 574 offices, of which 406 are full service units at the local level and 168 are branch units of these local offices.

Staffing

Staff of 1,785, including 63 staff at headquarters and 574 in the local offices.

Budget and Funding

No information on the budget available.

Job Placement Services

Job Placement Services for Job Seekers

Important services provided to job seekers are direct job offers by placement staff, the computer-based data bank of vacancies and candidates, and systematic assessment of the chances of integration into the labor market (profiling).

Personal job search interviews and assistance cover information for searching and finding vacancies. Setting up individual reintegration plans is also important. A call center is available for job seekers, and the public employment service is a direct provider of applicant training. Information on the job search process is also available online.

Job Placement Services for Employers

Support tools for matching are registration of job vacancies by multiple channels and access to the applicant data bank at public employment service offices. Matching services are computerized. Employers can contact the applicant via the placement officer.

Support for the candidate's job search is provided by telephone contact with the placement officer and through personal contact at the public employment service office or at the employer's site. Employer clients are grouped into different service categories. The public employment service also supports companies in cases of crisis through employment maintenance and the organization of layoffs. It also organizes job fairs and targeted site visits.

Active Labor Market Programs

Target Groups

The most important target groups are job seekers under 25 and over 50, as well as the long-term unemployed.

Programs

Programs include self-employment support schemes, wage cost subsidies to promote recruitment of the unemployed, and employment maintenance measures for workers at risk of layoffs.

Migration and Mobility

Services for labor migration are provided by helping foreign workers already residing in the country.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is responsible for management of unemployment benefits and job seekers' basic income support.

Labor Market Information Services

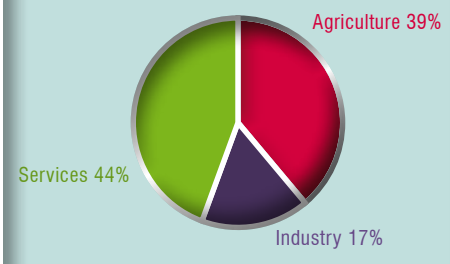
Statistics and labor market information is collected at the national and local levels for government and statistical institutions. Labor market research goes beyond monitoring of labor market development. The information is published via brochures, the website, and as a download option.

Armenia

Structural Indicators	2009	2012
Population (total)	2,968,154	2,969,081
GDP per capita (in U.S. dollars)	1,951.0	2,237.2
Total unemployment rate (%)	18.7	18.5
Female unemployment rate (%)	19.9	18.3
Unemployment rate, male youth (15-24) (%)	36.0	31.6
Unemployment rate, female youth (15-24) (%)	47.0	40.8

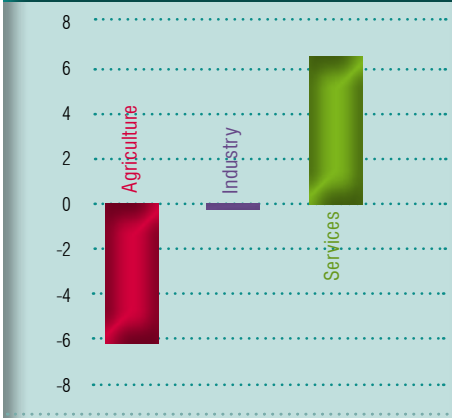
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2011



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2011



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent, but it has its own line structure for service delivery. The agency is organized at the regional and local levels, and managed by a national headquarters.

Duties/Portfolio

Legally assigned duties of the public employment service are job placement, active labor market policies, and collection of labor market information. The agency also deals with labor migration. The public employment service is not responsible for the administration of unemployment benefits.

Regulations Registration of Job Seekers and Vacancies

Registration for job seekers is required and employers are required to register job vacancies.

Offices

There are 51 offices, including 10 at the regional level and 41 at the local level.

Staffing

Total staff of 361, including 44 staff in the headquarters office, 173 in the regional offices, and 144 in the local offices.

Budget and Funding

The total annual budget was approximately €12 million in 2010. Programs and activities are all publicly funded. Budget allocations for labor migration are an exception, as they are also funded by donors.

Job Placement Services

Job Placement Services for Job Seekers

Services to support job seekers include a computer-based data bank that lists registered job seekers and job vacancies. Staff also directly offer vacant positions. Profiling is applied and based only on the counselor's assessment.

Just as important as direct contact with placement officers is the Internet-based vacancy bank and other Internet information in support of the job search (e.g., CV writing, interview preparation).

Job Placement Services for Employers

The registration of job vacancies is mostly done by public employment service officers over the phone or directly at the public employment service office. The agency serves as an intermediary to bring employers and job applicants together. Computerized matching and preselection by the public employment service officer support the matching process. Internet services are also available.

Personalized support services to employers to identify suitable candidates are provided by public employment service officers by telephone and through personal contact at the public employment service offices at or the employer's site.

Active Labor Market Programs

Target Groups

Activities and programs are mainly designed for job seekers under 25, the long-term unemployed, and disabled people. Other services include promotion of labor market inclusion and vocational rehabilitation.

Programs

Active labor market policies mainly include externally provided vocational training and wage cost subsidies to promote recruitment of the unemployed.

Migration and Mobility

Transnational placement measures include providing information and advice for finding jobs abroad, helping foreign workers already residing in the country, and assisting migrant returnees. However, the importance of these services seems to be rather limited.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is not responsible for the administration of unemployment benefits or other allowances.

Labor Market Information Services

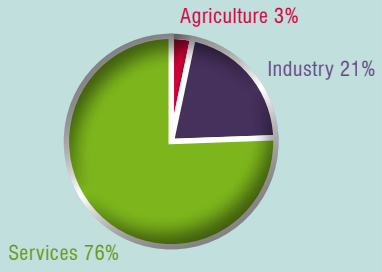
The agency collects labor market statistics and information at all levels of government. This information is published on the Internet. The agency is also involved in research beyond monitoring of labor market developments.

Australia

Structural Indicators	2009	2012
Population (total)	21,691,700	22,723,900
GDP per capita (in U.S. dollars)	36,054.9	37,175.4
Total unemployment rate (%)	5.2	5.6
Female unemployment rate (%)	5.4	5.3
Unemployment rate, male youth (15-24) (%)	12.5	12.4
Unemployment rate, female youth (15-24) (%)	10.4	11.0

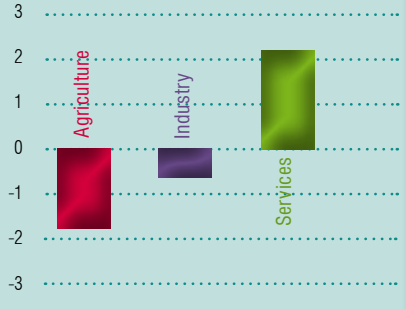
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2009



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2000 to 2009



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

A publicly warranted public employment service model based on strongly privatized (contracted-out) service delivery. Employment services are provided by profit and non-profit organizations contracted by the Australian government through the Department of Education, Employment and Workplace Relations.

Duties/Portfolio

Legally assigned duties of the public employment service are collection of labor market information and statistical services, and active labor market policies. Job placement is a public employment service task as well, but not a legal obligation.

Regulations Registration of Job Seekers and Vacancies

Job seekers must register. Employers are not legally required to register job vacancies.

Offices

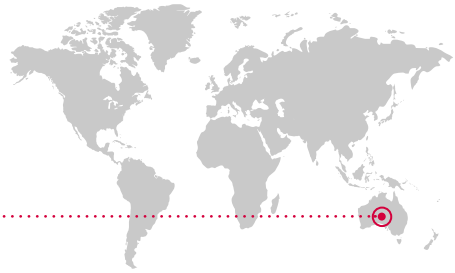
The total number of offices is 169, and 60 of these agencies work at the regional level. Due to the many private provider organizations, there are 1,800 branch offices with full service delivery.

Staffing

The number of total staff working in the employment services sector is not available; there are 1,015 staff at the Department of Education, Employment and Workplace Relations.

Budget and Funding

The budget available for public employment services was US$1,322,476,790 in 2013 . Activities such as job placement, labor market information, and active labor market policies are funded 100% publicly.



Job Placement Services

Job Placement Services for Job Seekers

Job placement for job seekers is supported by a computer-based data bank that lists job vacancies and job seekers. Registered users can access an Internet-based vacancy bank to process and change their individual profile. Profiling is provided as a mixed type based on the counselor's assessment and the support of calculated risks and chances .

There are self-service facilities at local offices to access job offers and also direct job offers by placement staff. Service providers also provide information for finding vacancies through a call center, and various training programs are available. Reintegration agreements are also used as a supportive instrument.

Job Placement Services for Employers

Services provided to employers include registration of job vacancies by telephone via the call center, Internet, or at the public employment service office. Employers have access to an applicant data bank and can contact job seekers directly. Service providers also provide group information for suitable workers (commissioned by the employer) and sponsor job fairs. The agency is also engaged in supporting companies in crisis. Customer segmentation (different service levels for different clients) is also conducted.

Personalized support services to find suitable candidates are provided by telephone via a call center or with the placement officer through personal visits to the office or at the employer's site, as well as online or via email. A preselection of candidates is standard.

Active Labor Market Programs

Target Groups

Target groups for services providers are all groups facing strong barriers to employment. Special programs are available for job seekers under 25 and over 50, single parents, women, disabled persons, migrants and immigrants, ethnic minorities, and the long-term unemployed. Service providers refer job seekers to specialized services in cases of severe problems such as drug addiction or previous imprisonment.

Programs

Programs to improve labor market integration include general vocational guidance through the public employment service provider or other external providers. Additional services are wage cost subsidies, job creation measures for workers at risk of layoffs, the promotion of worker mobility, and support for business start-ups.

Migration and Mobility

No services are provided for transnational placement and labor migration.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service structure is not responsible for management of unemployment or other social benefits.

Labor Market Information Services

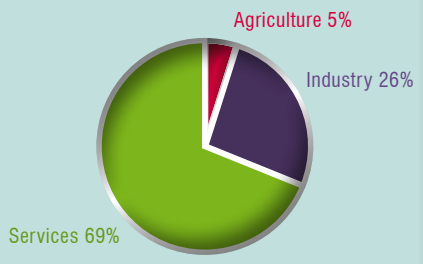
Labor market information and statistical services are collected at the national, regional, and local levels and are available for private institutions and the government. Publication is generally in brochures, on the Internet, and via download options. Information provided goes beyond standard monitoring of labor market developments.

Austria

Structural Indicators	2009	2012
Population (total)	8,365,275	8,429,991
GDP per capita (in U.S. dollars)	38,240.3	40,058.4
Total unemployment rate (%)	4.8	4.3
Female unemployment rate (%)	4.5	4.3
Unemployment rate, male youth (15-24) (%)	10.5	8.8
Unemployment rate, female youth (15-24) (%)	9.4	8.7

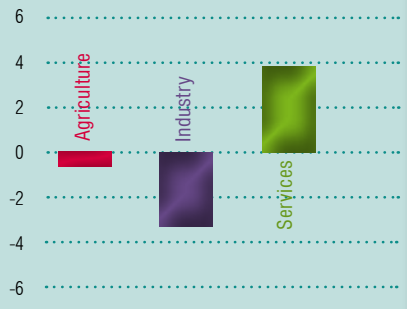
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Minister of Labor or its equivalent. It has a central headquarters and federal and local organizational units. A tripartite Management Board is involved in various issues such as budget decisions, performance management, outsourcing, and setting criteria for participation in labor market programs.

Duties/Portfolio

Legally assigned duties of the public employment service are job placement, labor market statistics, active labor market policies, the administration and management of unemployment and other benefits, and tasks concerning labor migration.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

Headquarters plus 111 offices (10 regional offices, 101 local offices).

Staffing

Total staff of 4,902, including 173 at headquarters, 1,029 in regional offices, and 3,700 at local offices; 90% of staff handle front office tasks.

Budget and Funding

Annual budget of €623,558 , funded by contributions to social security, the state, and customer fees.

Job Placement Services

Job Placement Services for Job Seekers

Comprehensive services offered to job seekers include personal counseling by a placement officer, an Internet-based data bank, a registered user bank, and profiling.

All offices offer self-service access to job offers supported by personal job search interviews, individual action plans to define the job search, and an online vacancy bank. A call center is also available. Applicant training is provided by external agencies. The public employment service also uses specialized providers for specific target groups.

Job Placement Services for Employers

The public employment service works with employers using a multi-channel approach and offers them access to an applicant data bank. Placement officers select suitable candidates to propose to the employer. Computerized matching between job seekers and vacancies is used.

To search for candidates, employers can contact the public employment service via telephone, Internet, or in person. The agency also organizes job fairs. Employer clients are separated into different client groups. To stimulate demand and develop specific service packages, the public employment service makes visits to selected companies or branches. It supports companies in crisis with employment maintenance and the organization of layoffs.

Active Labor Market Programs

Target Groups

The most important target groups are the long-term unemployed, immigrants, ethnic minorities, disabled persons, women, single parents, and people under 25 or over 50.

Programs

The most important programs designed for labor market integration are general vocational guidance, especially for young people, but also for adults. Funding for these programs or training sessions is provided by external organizations. Wage cost subsidies are provided to promote recruitment of the unemployed.

Migration and Mobility

Labor migration services provided include job offers abroad, information on finding jobs abroad, and assistance to foreign employers and foreign workers or migrants.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service manages job seekers' unemployment benefits and basic allowances.

Labor Market Information Services

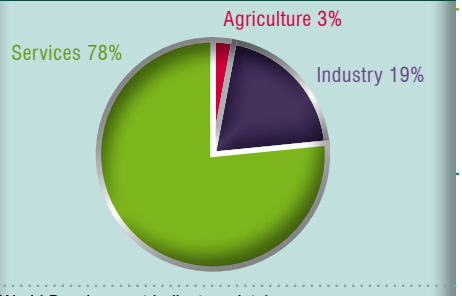
Labor market statistics and information beyond monitoring of labor market developments are collected at the national, regional, and local levels and provided to the government or for statistical institutions. The information is available in brochures, on the Internet website, and as a download option.

Barbados

Structural Indicators	2009	2012
Population (total)	279,006	283,221
GDP per capita (in U.S. dollars)	14,418.8	14,349.6
Total unemployment rate (%)	10.0	11.6
Female unemployment rate (%)	12.1	13.9
Unemployment rate, male youth (15-24) (%)	20.5	23.5
Unemployment rate, female youth (15-24) (%)	25.8	29.4

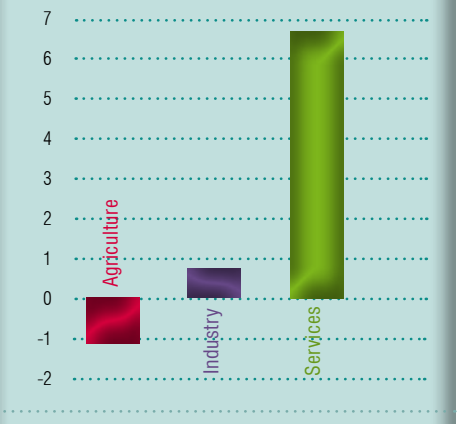
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor, but it has its own organizational structure and units for service delivery. Offices are at the local level.

Duties/Portfolio

Legally assigned duties of the public employment service are job placement, active labor market policies for job seekers and employers, and services for labor migration.

Regulations Registration of Job Seekers and Vacancies

Job seekers are not required to register and employers are not required to register job vacancies.

Offices

There is one office responsible for public employment services.

Staffing

Staff of 21, including 19 front office and two back office staff.

Budget and Funding

Budget not available. However, the budget shares of the public employment service include 40% each for job brokerage and labor migration; the remaining 20% is used for active labor market policies.

Job Placement Services

Job Placement Services for Job Seekers

Personal job search interviews and assistance for job seekers (e.g., information on searching and finding vacancies in local public employment service offices) represent the core business of the public employment service.

Training for job application/job search (CV writing, telephone presentation, and job interviews) is an important service. It is provided directly at the public employment service office.

Job Placement Services for Employers

Job vacancies are registered by telephone with a placement officer. In order to contact a suitable candidates, the employer has to refer to the responsible public employment service officer. Job vacancies are registered also by postal mail and e-mail.

Preselection of suitable candidates and a proposal to the employer by public employment service staff is standard procedure. Group information (commissioned by the employer) is an instrument as well. Personalized support services for recruitment include direct telephone contact and personal contact at the agency office or the employer´s site. The public employment service also provides advice for companies in crisis and organizes job fairs.

Active Labor Market Programs

Target Groups

The promotion of labor market inclusion for disabled persons is a priority.

Programs

Programs include vocational guidance for young people, including school-to-work transition, and for adults. There are also programs to promote worker mobility.

Migration and Mobility

Labor migration is a rather broad field for the public employment service, therefore several services are provided, including assistance for different migrant and immigrant groups, general information on finding jobs abroad, and direct job offers abroad. The most important task is assisting foreign employers who are looking for migrant workers.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service does not manage unemployment or social benefits.

Labor Market Information Services

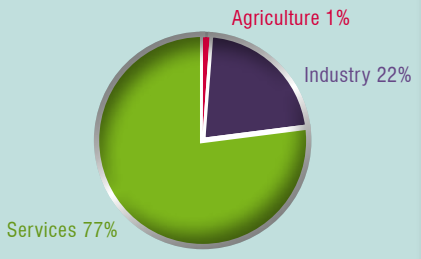
The public employment service does not provide labor market information and statistics.

Belgium (Brussels-Capital Region)

Structural Indicators	2009	2012
Population (total)	1,068,532	1,159,448
GDP per capita (in U.S. dollars)	59,800.0	62,000.0 (2011)
Total unemployment rate (%)	15.7	17.4
Female unemployment rate (%)	15.7	16.7
Unemployment rate, male youth (15-24) (%)	33.1	40.1
Unemployment rate, female youth (15-24) (%)	30.4	32.0

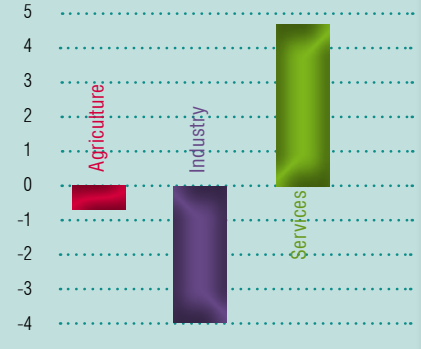
Eurostat.
Data refer to the public employment service of Brussels-Capital Region, not to Belgium as a whole.

Proportion of total employment by economic sector, 2012



World Development Indicators database.
Data refer Belgium as a whole, not only for the public employment service in the Brussels-Capital Region.

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
Data refer Belgium as a whole, not only for the public employment service in the Brussels-Capital Region.

Organization and Areas of Responsibility

Organizational Structure

In Belgium's Capital Region, the public employment service (Actiris) is a public agency under law responsible to the Ministry of Labor or its equivalent. The organizational units can be found at the regional level. A tripartite Management Board comprised of representatives from state, employer, and employee organizations is involved in decisions regarding the purchase of services and third parties or outsourcing.

Duties/Portfolio

Legally assigned duties of the public employment service are job placement, the collection of labor market information, active labor market policies, and labor migration.

Regulations Registration of Job Seekers and Vacancies

Job seekers are legally obliged to register, but employers are not required to register job vacancies.

Offices

There are 19 public employment service offices, including 18 subunits that provide full-service delivery at the local level, and one office at the regional level.

Staffing

Total staff of 867, including 646 staff at the regional headquarters and 221 at the regional offices. Nearly 60% handle front office tasks and the other 40% handle back office tasks.

Budget and Funding

The total annual budget for 2013 was €309,500,000 and most of the budget is funded publicly.

Job Placement Services

Job Placement Services for Job Seekers

A computer-based data bank of job vacancies and job seekers is available, and job seekers can register on an online data bank and administer their profile themselves. Profiling is applied; counselors are assisted by technical analysis.

The public employment service provides applicant training (e.g., personal presentation, interview training, CV writing) and placement officers use individual actions plans. A call center for job seekers is available.

Job Placement Services for Employers

The public employment service offers various services for employers. There is a multi-channel approach to the registration of vacancies, and computerized matching strategies are used. Employers can either contact applicants directly or through the placement officer.

As part of the multi-channel approach, personal contact with employers helps the process of finding suitable candidates. Employer clients are grouped into different service levels. The public employment service organizes job fairs and gives advice to companies in crisis, for instance about strategies for employment maintenance.

Active Labor Market Programs

Target Groups

The most important target group is persons under 25, and people in need of special services such as those with drug or alcohol addictions, the homeless, and ex-offenders.

Programs

Programs include general vocational guidance, wage cost subsidies, job creation measures, measures for employment maintenance, and the promotion of worker mobility.

Migration and Mobility

Services provided include information and advice on finding a job abroad or direct job offers abroad, and assistance to foreign employers and migrant returnees.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is not responsible for managing unemployment benefits or other basic allowances.

Labor Market Information Services

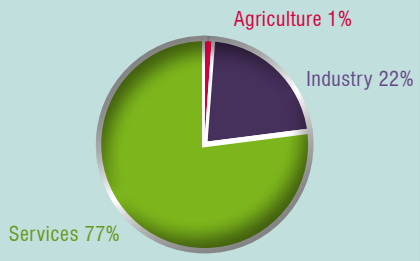
Labor market information is collected at the regional and local levels and processed for the government or statistical institutions. Public employment service research activities go beyond monitoring of the labor market. Information is disseminated in brochures, on the website, and through download options.

Belgium (Flemish Region)

Structural Indicators	2009	2012
Population (total)	6,208,877	6,372,575
GDP per capita (in U.S. dollars)	31,400.0	33,600.0 (2011)
Total unemployment rate (%)	4.9	4.5
Female unemployment rate (%)	4.9	4.5
Unemployment rate, male youth (15-24) (%)	15.9	14.0
Unemployment rate, female youth (15-24) (%)	15.5	11.2

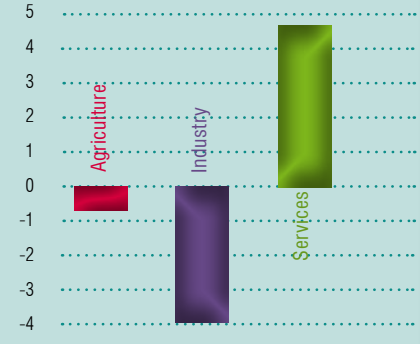
Eurostat.
Data refer to the public employment service of Brussels-Flemish Region, not to Belgium as a whole.

Proportion of total employment by economic sector, 2012



World Development Indicators database.
Data refer Belgium as a whole, not only for the public employment service in the Brussels-Flemish Region.

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
Data refer Belgium as a whole, not only for the public employment service in the Brussels-Flemish Region.

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under ministerial control, with offices at the regional and local levels. A Management Board includes delegates from state, employer, and employee organizations. The board is involved in decisions regarding policies and programs, budget allocations, setting criteria for labor market participation, and outsourcing. It is also important for maintaining and developing relationships with other labor market actors.

Duties/Portfolio

Legally assigned duties of the public employment service are job brokerage, provision of labor market information, labor market policies and programs, and labor migration.

Regulations Registration of Job Seekers and Vacancies

Job seekers are legally required to register and employers are required to register job vacancies.

Offices

There are 165 agencies at the local level, including 22 offices branch offices.

Staffing

Staff of 4,700, including 846 at the regional level and 3,854 at the local level. More than 70% handle front-office tasks.

Budget and Funding

The annual budget is funded by the state at the regional level and contributions to social security. Of the total budget, 60% is spent on job brokerage, followed by active labor market policies, labor market information services, and the administration of other benefits. The smallest budget share is for labor migration.

Job Placement Services

Job Placement Services for Job Seekers

A mixed type of profiling is applied, i.e., public employment service staff assessments are supported by technical analysis. Job offers and candidates are available through a computer-based data bank and job seekers can register online and administer their own profile. Practical advice for such tasks as CV writing is also available on the Internet. Placement staff make direct job offers and provide assistance to help job seekers search for and find jobs on a daily basis.

A call center is provided for job seekers. Placement officers make use of individual reintegration agreements and provide in-house applicant training. Placement officers can refer to specialized placement agencies addressing special problems if needed.

Job Placement Services for Employers

Job vacancies are registered through multiple channels. Employers have access to an applicant data bank at the public employment service offices or on the Internet. Computerized matching strategies are used to find suitable candidates. Employers have to go through the responsible public employment service officer to contact an applicant.

Employers are supported via telephone or Internet, and through personal contact. Employer clients are separated into different service groups. Placement officers may preselect candidates before proposing them to employers. The agency conducts site visits to selected companies and branches to stimulate demand, and also organizes job fairs.

Active Labor Market Programs

Target Groups

The most important target groups are job seekers under 25 and over 50, single parents, the long-term unemployed, disabled people, ethnic minorities, and women.

Programs

Programs to promote worker mobility, placement into temporary work trial programs, and general vocational guidance are the most important active labor market programs. Other programs include wage cost subsidies, job creation, employment maintenance measures, and vocational training measures.

Migration and Mobility

The focus is on assisting foreign workers who already live in Belgium as well as on migrant returnees.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is not responsible for managing unemployment benefits or other basic allowances.

Labor Market Information Services

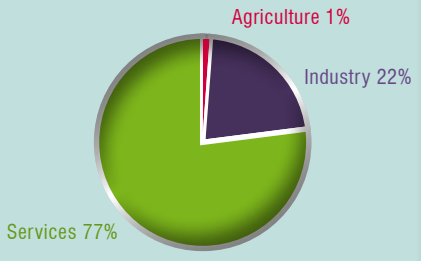
The agency collects labor market information at all levels; activities go beyond monitoring of market developments. Information is provided to government and statistical institutions, and the public employment service is a member of an employment observatory. The standard way to publish the information is via the Internet or as leaflets and brochures.

Belgium (Walloon Region)

Structural Indicators	2009	2012
Population (total)	3,475,671	3,562,827
GDP per capita (in U.S. dollars)	23,100.0	24,600.0 (2011)
Total unemployment rate (%)	11.2	10.0
Female unemployment rate (%)	11.8	9.9
Unemployment rate, male youth (15-24) (%)	28.5	26.4
Unemployment rate, female youth (15-24) (%)	33.0	28.0

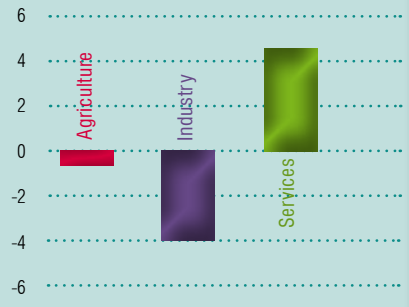
Eurostat.
Data refer to the public employment service of Brussels-Walloon Region, not to Belgium as a whole.

Proportion of total employment by economic sector, 2012



World Development Indicators database.
Data refer Belgium as a whole, not only for the public employment service in the Brussels-Walloon Region.

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
Data refer Belgium as a whole, not only for the public employment service in the Brussels-Walloon Region.

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It has a national headquarters, regional organizational units, and local offices for service delivery. A tripartite Management Board with members from the state, employer, and employee organizations is included in policy and program decisions, budget allocations, and in setting eligibility criteria for labor market programs.

Duties/Portfolio

Legally assigned duties of the public employment service are job brokerage, labor market statistics/information, and active policies or programs for job seekers and employers. The agency also handles labor migration.

Regulations Registration of Job Seekers and Vacancies

Job seekers are required to register and employers are required to register job vacancies.

Offices

There is one office located at the regional level and 11 at the local level.

Staffing

Full-time staff of 4,300, including 900 at headquarters and 3,400 at local offices; 55% handle front office tasks and 45% handle back office tasks.

Budget and Funding

The budget in 2013 was €1,165,843,468, with most of the budget funded by the state. Only a few budget lines are funded by other sources, including the line for labor migration services. Most of the budget is spent on active labor market policies.

Job Placement Services

Job Placement Services for Job Seekers

Profiling is based on the placements officer's assessment, supported by technical analysis and formal models. Job offers are available for applicants on an Internet-based vacancy bank and as active offers by agency staff. Personal job search interviews and assistance are also provided. The placement staff use a computer-based data bank with registered job seekers and job offers.

Among the most important activities to support job seekers are individual action plans and in-house and externally provided applicant training (e.g., presentation and behavior, CV writing skills). People in need of special services are referred to specialized placement agencies.

Job Placement Services for Employers

Most important for matching job seekers and vacant positions is the registration of job vacancies via the Internet and by telephone. The matching procedure is computerized. To contact the candidates, employers must go through the responsible public employment service officer.

Personal support is provided by telephone, email, and one-on-one contact. The public employment service organizes job fairs, makes site visits to selected companies, and provides advice for companies in crisis. Customer service is separated into service categories.

Active Labor Market Programs

Target Groups

People under 25 and the long-term unemployed are the most important target groups, and many special services are provided for them. Other target groups are older job seekers, the disabled, migrants, and people with specific problems impeding employability (e.g., drug addicts, the homeless).

Programs

Programs include vocational training and counseling for young people. Other policy programs include wage cost subsidies, job creation measures (in restricted target areas), and programs to promote worker mobility.

Migration and Mobility

Assistance for labor migration is provided by offering information, advice, and job offers abroad for foreign employers and for workers already residing in Belgium. Assistance to migrant returnees has less importance.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service does not manage unemployment benefits or other social allowances.

Labor Market Information Services

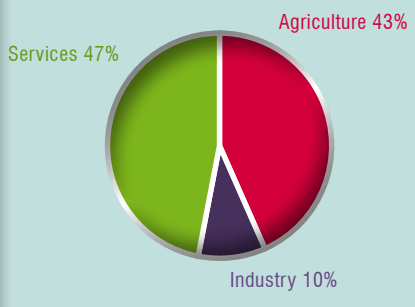
Labor market research goes beyond monitoring of market development, and the information is provided to government and statistical institutions. The data are collected at the national, regional, and local levels. The standard way to publish the information is via the Internet or in leaflets or brochures. The public employment service is also a member of an employment observatory.

Benin

Structural Indicators	2009	2012
Population (total)	9,240,783	10,050,702
GDP per capita (in U.S. dollars)	552.0	567.9
Total unemployment rate (%)	1.2	1.0
Female unemployment rate (%)	1.1	1.1
Unemployment rate, male youth (15-24) (%)	1.7	1.4
Unemployment rate, female youth (15-24) (%)	2.1	2.1

World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2003



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent. It includes a central headquarters and delivery units at the local level. A Management Board consisting of representatives from state, employer, and employee organizations contributes to outsourcing decisions, the maintenance and development of relationships with external actors, and the design of policies and programs.

Duties/Portfolio

Areas of responsibility include job placement, labor market information, active labor market policies, labor migration, and the administration of social benefits.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are 15 offices, including 12 at the local level and three branch offices.

Staffing

Staff of 105, including 38 at headquarters and 67 at the local offices. The ratio of front office to back office staff is 60:40.

Budget and Funding

The budget in 2013 was €4,230,884. Funding was 100% public, and half of the budget was spent on active labor market policies.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank that lists registered job vacancies and job seekers. Profiling is applied and the counselor's assessments are supported by technical analysis. Job offers can be found online or at self-service stations, or are directly offered by placement staff.

Placement staff provide personal job search assistance, including the use of individual action plans. It also provides information and advice on the job search process through the Internet. Applicant training is provided internally or by external agencies, which may also be used to provide personalized special services.

Job Placement Services for Employers

The registration of job vacancies is provided through multiple channels. Candidates may be preselected before they are proposed to an employer. Employers wanting to contact an applicant must go through the responsible placement officer.

Employer clients are separated into service groups. Personal support for recruitment is provided through a multiple-channel approach. The public employment service also offers targeted site visits, organizes job fairs, and provides information and advice to companies in crisis.

Active Labor Market Programs

Target Groups

Young adults, women, the disabled, and the long-term unemployed are important target groups.

Programs

The most important programs include general vocational guidance for young people and adults, training by external providers, self-employment schemes, and wage cost subsidies.

Migration and Mobility

Labor migration is not the most important task, but many different services are provided in this area, including assistance to foreign workers or companies, job offers from abroad, and information on labor migration.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service does not manage unemployment benefits or other social allowances.

Labor Market Information Services

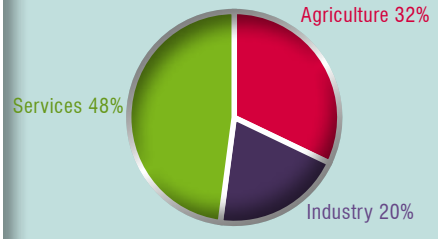
Labor market information and statistics are collected at the national and local levels. Publication is generally in brochures, on the Internet, or as download options. The information is available for the government or statistical institutions. The public employment service is a member of an employment observatory.

Bolivia

Structural Indicators	2009	2012
Population (total)	9,993,406	10,496,285
GDP per capita (in U.S. dollars)	1,148.8	1,259.8
Total unemployment rate (%)	3.2	3.4
Female unemployment rate (%)	4.3	3.3
Unemployment rate, male youth (15-24) (%)	4.7	4.3
Unemployment rate, female youth (15-24) (%)	7.6	6.5

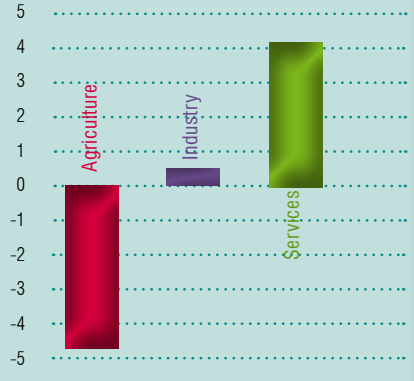
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2009



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2000 to 2009



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent but with its own organizational line structure and units for service delivery at the local level, and a central headquarters.

Duties/Portfolio

The public employment service is responsible for job placement, labor market statistics, labor migration, and active labor market policies for job seekers and employers.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are 10 public employment service offices.

Staffing

No information available.

Budget and Funding

The total annual budget in 2013 was US$43,000, funded by the state; 80% of the budget was spent on active labor market policies,10% on placement, 7% on labor market information, and 3% on labor migration.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank that lists registered job offers and job vacancies. Job seekers have access to the vacancies through self-service stations or directly through the public employment service staff.

Personal job search interviews and assistance in finding job vacancies are standard practice.

Job Placement Services for Employers

Job vacancies are registered by telephone, e-mail, or at the public employment service offices. Employers can access an applicant data bank at the offices as well. To contact job candidates, employers can either go through public employment service officers or contact candidates directly. Other services include preselection of suitable applicants by placement officers and group information services.

Employers are supported by the public employment service officers through various channels. Personal direct contacts are considered important. The agency also organizes job fairs.

Active Labor Market Programs

Target Groups

Targeting relates to young job seekers under age 25, and promotion of employment of women and the long-term unemployed.

Programs

The main public employment service programs are wage cost subsidies to promote recruitment of the unemployed and referral to externally provided vocational training.

Migration and Mobility

The public employment service is not responsible for services in this field.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service does not manage unemployment or social benefits.

Labor Market Information Services

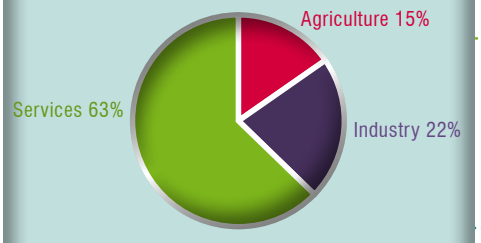
The public employment service collects labor market statistics and information at the national level. Information is provided in leaflets and on the agency's Internet website. The public employment service is involved in labor market research (beyond monitoring of labor market development) and is also member of an employment observatory.

Brazil

Structural Indicators	2009	2012
Population (total)	193,490,922	198,656,019
GDP per capita (in U.S. dollars)	5,271.1	5,730.2
Total unemployment rate (%)	8.3	6.9
Female unemployment rate (%)	11.1	8.2
Unemployment rate, male youth (15-24) (%)	13.9	11.2
Unemployment rate, female youth (15-24) (%)	23.1	18.7

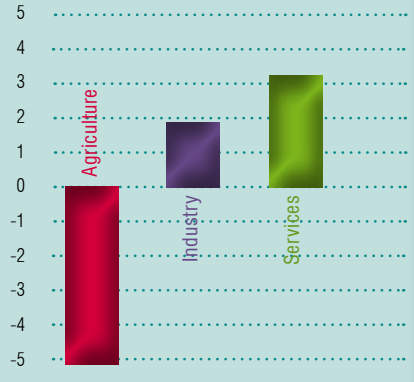
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2011



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2001 to 2011



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent and is comprised of a central headquarters and regional and local units (including branch offices).

Duties/Portfolio

Legally assigned duties of the public employment service are job placement, labor market statistics, management of unemployment benefits, and active labor market policies. The public employment service also provides information and assistance for labor migration.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are 2,027 public employment service offices, including 27 regional offices and 1,600 local offices, plus 400 branch offices at the local level.

Staffing

Staff of 260 at headquarters and 1,200 at the regional level. The number of staff at the local level is not available.

Budget and Funding

The budget in 2013 was US$20,949,759,354. Most of the budget lines were funded by the state, except for the administration of other social benefits and unemployment benefits, which was funded through contributions to social security.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank that lists registered job vacancies and job seekers. Job offers are displayed in local offices and are directly offered by staff as well as available through the Internet. The Internet-based vacancy bank also enables users to register and change their individual profiles on the site.

Local agencies conduct personal job search interviews and provide assistance in searching for and finding a job. The public employment service also provides applicant training (i.e., measures to improve applications or presentation). Information on the job search process is also available on the website.

Job Placement Services for Employers

Employers can register job vacancies by telephone, through personal visits at public employment service sites, or by email and the Internet. The matching process between job seekers and vacancies is computerized and employers can contact job seekers directly.

Placement officers preselect suitable candidates for employers if desired and provide services to them via telephone, email/online, or at the agency office. Group information for suitable workers is another service available. For targeted services, employer clients are separated into different service levels. The agency also organizes job fairs.

Active Labor Market Programs

Target Groups

The most important target groups are people under age 25, disabled persons, immigrants, and persons with specific problems impeding employability (e.g., addiction, debts, or housing).

Programs

Relevant programs to support job seekers are vocational training provided by the agency, self-employment schemes and business start-ups, and measures to maintain employment for workers at risk of layoffs.

Migration and Mobility

Services for transnational placement mostly help foreign workers residing in Brazil and migrant returnees.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service manages the basic income support for job seekers and social assistance allowances or related allowances.

Labor Market Information Services

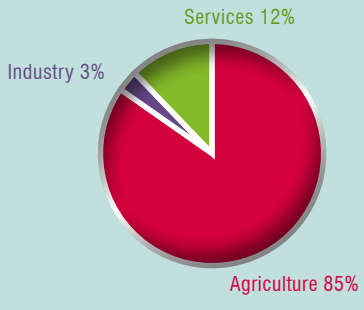
Labor market information is collected at the national level and goes beyond monitoring. The information is collected for the government and statistical institutions and is published in leaflets, on the Internet website, or as a download option. The public employment service is a member of an employment observatory.

Burkina Faso

Structural Indicators	2009	2012
Population (total)	15,094,967	16,460,141
GDP per capita (in U.S. dollars)	436.1	492.8
Total unemployment rate (%)	3.3	3.3
Female unemployment rate (%)	2.4	2.3
Unemployment rate, male youth (15-24) (%)	6.4	6.4
Unemployment rate, female youth (15-24) (%)	4.0	3.8

World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2005



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency responsible to the Ministry of Labor or its equivalent. Organizational levels include a headquarters and regional units. A Management Board comprised of representatives from the state, employee, and employer organizations is involved in designing policies and programs, budget decisions, and performance management.

Duties/Portfolio

Legally assigned duties of the public employment service are job brokerage, labor market statistics, active labor market policy programs, and labor migration.

Regulations Registration of Job Seekers and Vacancies

Job seekers are not required to register and employers are not required to register job vacancies.

Offices

There are 13 regional offices plus 33 branch offices.

Staffing

Staff of 261, including 66 at headquarters and 195 in the regional offices. The ratio of front office to back office staff is 70:30.

Budget and Funding

The funding sources of the budget are mostly public. The total annual budget in 2013 was €1,344,702.

Job Placement Services

Job Placement Services for Job Seekers

Job offers are displayed in the offices or proposed by public employment service staff to the candidates. Job seekers may also access an Internet data bank that lists the registered vacancies.

Personal job search interviews, counseling, or other assistance by placement officers is provided at public employment service offices. The agency website offers information and practical advice on the job search process. The agency also provides applicant training.

Job Placement Services for Employers

The registration of job vacancies is possible by postal mail, the Internet, or at the public employment service offices. Employers wanting to contact suitable applicants must go through the responsible public employment service officer.

Employers have access to an Internet data bank with the applicants' CV data. If desired, public employment service staff preselect suitable applicants before sending candidates to a job interview at an employer's site.

Active Labor Market Programs

Target Groups

The most important target group is people under 25. Targeted services are also provided for women and disabled persons.

Programs

Important programs to support job seekers are vocational training measures and measures for start-up businesses.

Migration and Mobility

The public employment service offices may assist foreign workers who are already residing in the country.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service does not manage unemployment benefits or other social allowances.

Labor Market Information Services

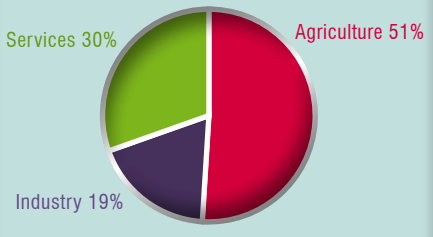
Labor market information is collected at the national and regional levels for the government or statistical institutions. The information is published in brochures and on the Internet website. The public employment service is a member of an employment observatory.

Cambodia

Structural Indicators	2009	2012
Population (total)	14,144,225	14,864,646
GDP per capita (in U.S. dollars)	580.0	672.0
Total unemployment rate (%)	1.9	1.5
Female unemployment rate (%)	0.0	0.2
Unemployment rate, male youth (15-24) (%)	0.1	0.5
Unemployment rate, female youth (15-24) (%)	0.1	0.5

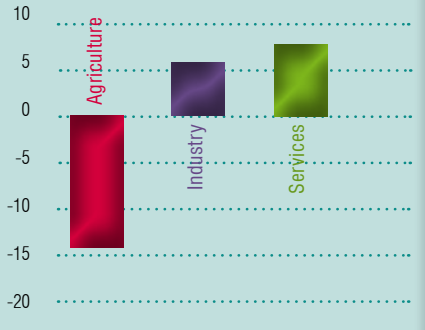
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2001 to 2011



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The Cambodian public employment service is comprised of a central headquarters and local units. It is a public agency with its own organizational line structure for service delivery, but it is responsible to the Ministry of Labor or its equivalent. A tripartite Management Board is involved in performance management and the development and maintenance of relationships with other labor market actors.

Duties/Portfolio

Legally assigned duties of the public employment service are job placement, the collection of labor market information, and active labor market.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register, but employers are required to register job vacancies.

Offices

There are seven local public employment service offices.

Staffing

Staff of 80, including 48 at headquarters, and a full-time equivalent of one employee per local office. The ratio of front office to back office staff is 40:60.

Budget and Funding

The budget in 2013 was US$475,000, which was funded by public sources and donors.

Job Placement Services

Job Placement Services for Job Seekers

Access to job offers is possible through multiple channels. Vacancies are offered by public employment service staff using a computer-based data bank that lists job seekers and job vacancies. Job seekers can also search vacancies via the Internet. On the Internet, data bank job seekers can register and manage their profiles themselves.

Job seekers can find information on the job search process at the public employment service website or from agency staff. Applicant training is provided by the public employment service or by external agencies. Individual action plans are also offered.

Job Placement Services for Employers

Public employment service staff use computerized matching between job seekers and vacancies, and preselect candidates before proposing them to employers. Employers can register job vacancies through different channels and contact suitable applicants themselves or via the public employment service officer. A computer-based applicant data bank, also available on the Internet, simplifies the search.

Public employment service officers support employers by personal contact via different channels, including job fairs. Site visits to selected companies are an important tool to stimulate labor demand or develop specific service packages. Employers are separated into customer groups for differentiation of services.

Active Labor Market Programs

Target Groups

Measures and programs are mainly designed for migrants, the disabled, women, and job seekers under 25 and over 50 years old.

Programs

Main programs are general vocational guidance (for young people and adults), placement into temporary work trial programs, and support for self-employment schemes.

Migration and Mobility

The public employment service offers information about working abroad and assists foreign workers already residing in Cambodia.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service does not manage social or unemployment benefits.

Labor Market Information Services

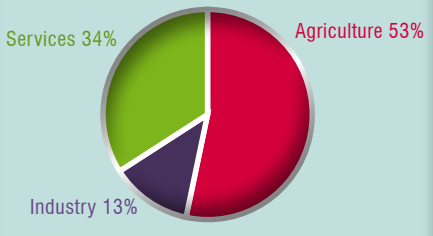
Labor market research beyond monitoring of labor market developments is part of the public employment service tasks. Labor market information is collected at the national, regional, and local levels for government and/or statistical institutions. In general, labor market statistics are published via the Internet or in leaflets.

Cameroon

Structural Indicators	2009	2012
Population (total)	20,103,945	21,699,631
GDP per capita (in U.S. dollars)	924.6	964.0
Total unemployment rate (%)	4.7	3.8
Female unemployment rate (%)	5.2	4.2
Unemployment rate, male youth (15-24) (%)	8.1	6.6
Unemployment rate, female youth (15-24) (%)	9.2	7.4

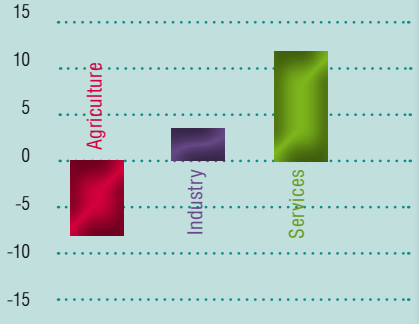
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2010



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2001 to 2010



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. The agency has a headquarters, regional and local units, and local agencies under the control of the ministry. The public employment service structure is supported by a tripartite Management Board (with representatives of employer, employee, and state organizations).

Duties/Portfolio

Legally assigned duties of the public employment service are job placement, labor market information, and active labor market policies. The agency is also active in the field of labor migration.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are 14 public employment service offices: 10 at the regional level and four at the local level (including one branch office).

Staffing

Staff of 405 full-time equivalents, of which 92 work at headquarters, 265 at the regional level, and 48 at the local level. Nearly 80% handle front office tasks.

Budget and Funding

Budget of €11,890,000 in 2013, funded publicly and by the private sector. Most of the budget went to labor market policies.

Job Placement Services

Job Placement Services for Job Seekers

The public employment service offers an Internet-based data bank where job seekers can register and administer their individual profile. Self-service facilities (displays of job offers in public employment service sites) and proposals by placement staff are also important services.

Personal job search interviews are conducted to help job seekers find vacancies, and may include devising individual reintegration plans. Applicant training is provided by the public employment service or external agencies. A call center is available for job seekers, and labor market/job search information is also available on the Internet.

Job Placement Services for Employers

Job vacancies can be registered through various channels. Employers have access to an applicant data bank at the public employment service offices. The matching of candidates and employers is computerized. Employers must go through public employment service staff to get in contact with job applicants.

Personal contact with employers through various channels is important. Other services are group information for suitable candidates, job fairs, and advice for companies in crisis. Placement officers may preselect candidates before sending them to an employer. Clients are separated into different service levels.

Active Labor Market Programs

Target Groups

Most of the programs and measures aim to support young people, women, disabled persons, the long-term unemployed, and immigrants.

Programs

A variety of programs include vocational guidance, training (by public employment service or by external providers), work tests, support for business start-ups, job creation measures, and promotion of worker mobility.

Migration and Mobility

The public employment service offers assistance to migrant returnees, foreigners already living in the country, and foreign employers looking for workers. Direct job offers abroad and information on labor migration may also be provided.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service does not manage social or unemployment allowances or benefits.

Labor Market Information Services

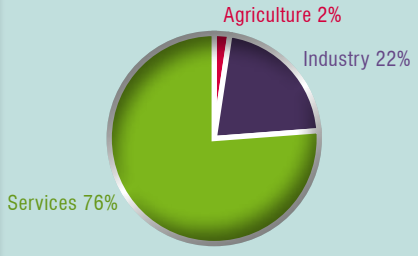
Labor market information is collected at all levels for statistical institutions and/or the government. There is labor market research beyond monitoring. Information is generally published in brochures, on the website, or as a download option.

Canada

Structural Indicators	2009	2012
Population (total)	33,628,571	34,754,312
GDP per capita (in U.S. dollars)	35,671.7	37,208.2
Total unemployment rate (%)	8.3	7.2
Female unemployment rate (%)	7.0	6.8
Unemployment rate, male youth (15-24) (%)	18.1	15.9
Unemployment rate, female youth (15-24) (%)	12.4	12.6

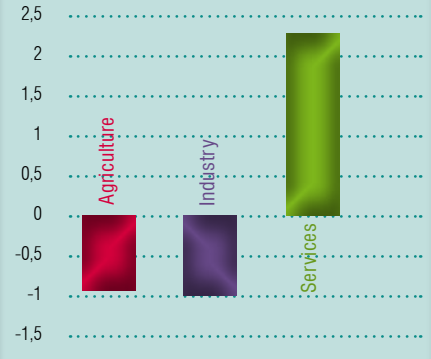
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2008



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2000 to 2008



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent. It includes a headquarters plus regional and local units. A Management Board with delegates from employee and employer organizations supports the design of policies, budget decisions, the purchase of services by third parties, and setting criteria for participation in labor market programs.

Duties/Portfolio

Legally assigned duties of the public employment service are labor market statistics, active public employment service market policies, the administration of unemployment and other social benefits, and support for labor migration.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are 13 offices at the regional level.

Staffing

No information available.

Budget and Funding

The annual budget in 2013 was US$20,385,000,000, funded by the state and contributions to unemployment insurance and social security.

Job Placement Services

Job Placement Services for Job Seekers

Placement officers use a computer-based data bank that lists registered job vacancies and job seekers. Job offers are also displayed at the local units through a self-service system. An Internet-based vacancy bank is available where job seekers can register and administer their individual profile.

There is a call center for job seekers as well as Internet information on the job search process. Individual reintegration plans are used. Applicant training is provided in-house or by external agencies. Those in need of personalized special services may be referred to specialized placement agencies.

Job Placement Services for Employers

Job vacancies are registered via the Internet. Employers have access to an applicant data bank at the public employment service offices or via the Internet, including the applicants' contact information. Preselection of suitable candidates by agency staff is available.

Placement officers provide direct employer support by telephone or through personal contact. Employer clients are separated into different service categories. Other services include site visits to selected companies, the organization of job fairs, and advice for companies in crisis.

Active Labor Market Programs

Target Groups

Many programs aim to promote labor market integration of young and old people, the disabled, immigrants, and ethnic minorities.

Programs

Programs include general vocational guidance, promotion of worker mobility, and employment maintenance measures for workers at risk of layoffs.

Migration and Mobility

The public employment service does not provide any services in this field.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

Unemployment benefits (based on entitlements) are managed by the public employment service.

Labor Market Information Services

Labor market statistics are collected and disseminated for statistical institutions and the government. The information is collected at the national and regional levels and is available on the Internet. There are labor market research activities beyond monitoring.

Central African Republic

Structural Indicators	2009	2012
Population (total)	4,266,247	4,525,209
GDP per capita (in U.S. dollars)	416.6	450.4
Total unemployment rate (%)	7.6	7.5
Female unemployment rate (%)	7.3	7.2
Unemployment rate, male youth (15-24) (%)	10.3	10.2
Unemployment rate, female youth (15-24) (%)	11.4	11.3

World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency responsible to the Ministry of Labor or its equivalent, with its own organizational structure for service delivery. A central headquarters manages organizational units at the regional and local levels. A tripartite Management Board (with representatives from state, employer, and employee organizations) is mainly involved in decisions about budget allocation and budget shifts as well as performance management.

Duties/Portfolio

Legally assigned duties of the public employment service are the administration of benefits, active labor market policies, labor market statistics, and job placement.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are five regional public employment service offices.

Staffing

Staff of 67, including 52 at headquarters and 15 at the regional offices. The ratio of front office to back office staff is 55:45.

Budget and Funding

The budget in 2013 was €1,310,146, mainly funded by private sector organizations (and some other sources not precisely identified).

Job Placement Services

Job Placement Services for Job Seekers

Job seekers have self-service access to job offers at the public employment service offices and via the Internet. Placement staff uses a computer-based data bank that lists registered job vacancies and job seekers. A key service is personal job search interviews and assistance by placement officers. Applicant training is provided by the public employment service as well. Information and advice on the job search process can also be found on the Internet.

Job Placement Services for Employers

Employers have access to an applicant data bank and can contact those registered job seekers directly. Registration of job vacancies is possible via multiple channels. Another service is group information for selected candidates (commissioned by the employer).

Preselection of applicants for employers is standard procedure. Employer clients are divided into different service categories. Personalized support services for employers are provided via various channels (personal contact, call center, calls with placement officer, email/online). Site visits to companies and the organization of job fairs are other services to enhance personal contact and shaping of targeted services.

Active Labor Market Programs

Target Groups

Defined target groups are job seekers under 25 and over 50, women, and immigrants.

Programs

Programs include general vocational guidance provided by the public employment service or external training organizations, support for of business start-ups, and job creation measures in targeted areas.

Migration and Mobility

The public employment service assists foreign companies looking for workers, foreign workers already residing in the country, and migrant returnees. It offers jobs from abroad and gives advice for finding jobs.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

No information available

Labor Market Information Services

The public employment service collects and disseminates labor market information at the national and regional levels for the government and/or statistical institutions. Information is published on the Internet or in leaflets. There are labor market research activities beyond monitoring.

Chad

Structural Indicators	2009	2012
Population (total)	11,371,325	12,448,175
GDP per capita (in U.S. dollars)	652.5	737.5
Total unemployment rate (%)	7.9	7.8
Female unemployment rate (%)	7.5	7.4
Unemployment rate, male youth (15-24) (%)	10.3	10.4
Unemployment rate, female youth (15-24) (%)	11.3	11.2

World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency responsible to the Ministry of Labor or its equivalent and managed by a central headquarters. A tripartite Management Board (including representatives from the state and employer and employee organizations) is involved in decisions regarding the budget, performance management, and development and maintenance of relationships with other labor market actors.

Duties/Portfolio

Legally assigned duties of the public employment service are job placement, labor market information collection, and active labor market policies.

Regulations Registration of Job Seekers and Vacancies

Job seekers are required to register and employers are required to register job vacancies.

Offices

There are 11 offices, including 10 local offices (of which three are local branch offices) and the headquarters.

Staffing

Staff of 112.

Budget and Funding

No information available.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank that lists registered job vacancies and job seekers. This is used for direct job offers to job seekers. Job offers are also displayed in the offices for self-service, and are also accessible through an Internet vacancy bank.

Placement officers conduct personal job seeker interviews at the public employment service offices to help candidates search for and find a job. Referral to externally provided applicant training is also available.

Job Placement Services for Employers

Job vacancies can be registered through multiple channels. Employers can contact suitable applicants either directly or through the responsible public employment service officers.

Personalized support services for recruitment are provided at the public employment service offices or the employer's site. Suitable candidates are preselected before being proposed to employers. Other services include the organization of job fairs and targeted visits to selected companies to develop specific services.

Active Labor Market Programs

Target Groups

The most important target groups are job seekers under 25 and the long-term unemployed.

Programs

Programs include vocational guidance and training by external training organizations or by the public employment service.

Migration and Mobility

Assistance with the job search is provided for foreign workers already residing in the country.

Unemployment Insurance Scheme

No information available.

Unemployment and Social Benefits

The public employment service does not manage unemployment benefits or other social allowances.

Labor Market Information Services

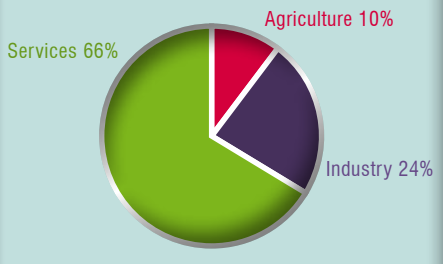
The public employment service is a member of an employment observatory and collects labor market information at the national and local levels.

Chile

Structural Indicators	2009	2012
Population (total)	16,991,729	17,464,814
GDP per capita (in U.S. dollars)	8,217.1	9,430.5
Total unemployment rate (%)	9.7	6.4
Female unemployment rate (%)	10.8	7.9
Unemployment rate, male youth (15-24) (%)	21.6	14.3
Unemployment rate, female youth (15-24) (%)	24.5	19.0

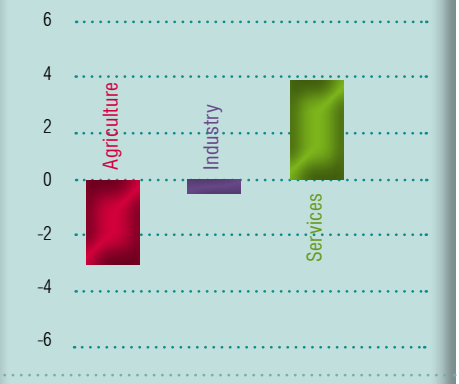
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2011



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2001 to 2011



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency, responsible to the Minister of Labor or its equivalent , with its own organizational structure. It is comprised of a central headquarters that is in charge of the regional and local units.

Duties/Portfolio

Assigned tasks include job brokerage, active labor market policies, and the collection of labor market information.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

15 regional offices and 325 local offices.

Staffing

Staff of 712, including 176 at headquarters and 536 in the regional and local offices.

Budget and Funding

The annual budget in 2013 was US$349,336,253, completely funded by the state.

Job Placement Services

Job Placement Services for Job Seekers

Public employment service staff use a computer-based data bank that lists registered job vacancies and job seekers.

Job seekers are supported by a call center, personal job search interviews, and internal applicant training.

Job Placement Services for Employers

Employers have access to an applicant data bank that is available at the public employment service offices or via the Internet. Employers may contact registered job seekers/applicants directly. Job vacancies are registered through the Internet or at the public employment service offices. Job fairs are also organized.

Active Labor Market Programs

Target Groups

Target groups are job seekers over 50 and under 25, ethnic minorities, and women.

Programs

Key programs are vocational guidance, wage cost subsidies to promote recruitment, and employment maintenance measures for persons at risk of layoffs.

Migration and Mobility

The public employment service does not provide any services to migrant or immigrant workers.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service does not manage the unemployment or other social benefits.

Labor Market Information Services

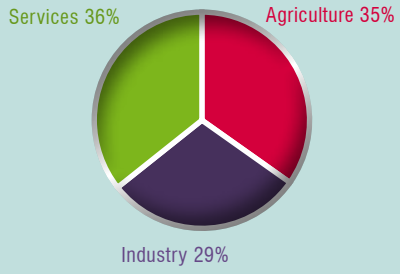
Labor market information is collected at the national and regional levels.

China

Structural Indicators	2009	2012
Population (total)	1,331,260,000	1,350,695,000
GDP per capita (in U.S. dollars)	2,611.2	3,344.5
Total unemployment rate (%)	4.4	4.5
Female unemployment rate (%)	3.6	3.7
Unemployment rate, male youth (15-24) (%)	10.8	11.3
Unemployment rate, female youth (15-24) (%)	7.5	7.8

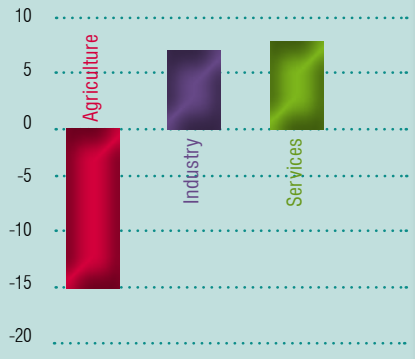
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2011



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2001 to 2011



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is comprised of a central headquarters and regional and local organizational units for service delivery.

Duties/Portfolio

Legally assigned duties of the public employment service are job brokerage, labor market information, active labor market policies, and administration of unemployment benefits. In addition, the service provides support for labor migration.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are a total of 51,000 offices, of which 11,000 are regional offices and 40,000 are local offices.

Staffing

Staff of more than 390,000, including 100,000 at the regional level and 290,000 at the local level.

Budget and Funding

The annual budget in 2013 was US$6.6 billion, funded by public sources. About 50% of the operational budget was spent on job brokerage.

Job Placement Services

Job Placement Services for Job Seekers

Job vacancies are displayed at the public employment service offices and are available on an Internet platform where job seekers can register and administer their profiles. Placement officers also directly offer job vacancies. They use a computer-based data bank that lists registered job vacancies and job seekers. Profiling is applied based on the counselor's assessment supported by technical analysis.

A call center is available for job seekers. Placement staff conduct personal job search interviews that may include devising individual reintegration plans to define job search activities and targets. Practical advice and information on the job search process can be found on the Internet. The public employment service also provides applicant training.

Job Placement Services for Employers

Employers can use different channels to register their job vacancies. Employers have access to an applicant data bank at the public employment service offices and through the Internet. They can either contact the applicants themselves or through the responsible officer. Other instruments include preselection of suitable applicants by placement officers and group information measures.

Personalized support services are provided to employers through various channels. Employer clients are grouped into different service categories. The public employment service organizes job fairs, makes targeted site visits to selected branches and companies, and provides support for companies in crisis.

Active Labor Market Programs

Target Groups

Target groups are young and older job seekers, immigrants, disabled persons, women, ethnic minorities, and the long-term unemployed.

Programs

Programs include internally and externally provided vocational guidance for young people and adults, temporary work trial programs, self-employment schemes, wage cost subsidies, job creation and employment maintenance measures, and programs to support worker mobility.

Migration and Mobility

Assistance is provided to migrant returnees.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service manages and administers unemployment benefits based on entitlements, job seekers' allowances, and basic income support.

Labor Market Information Services

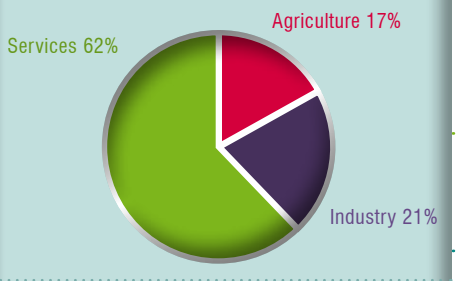
The public employment service collects information on the national, regional, and local levels for the government and statistical institutions. Information is published online and in leaflets or brochures. The public employment service is a member of an unemployment observatory and is also involved in labor market research (beyond monitoring).

Colombia

Structural Indicators	2009	2012
Population (total)	45,802,561	47,704,427
GDP per capita (in U.S. dollars)	3,840.5	4,252.0
Total unemployment rate (%)	12.0	10.4
Female unemployment rate (%)	15.5	14.2
Unemployment rate, male youth (15-24) (%)	18.4	15.5
Unemployment rate, female youth (15-24) (%)	30.9	27.7

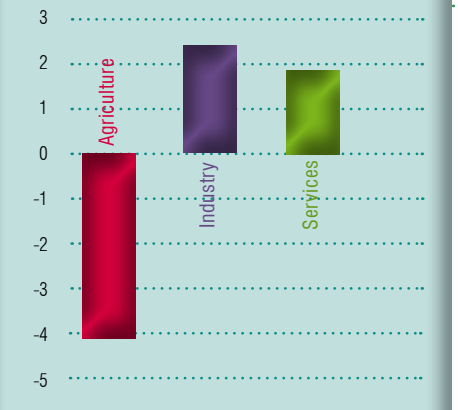
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



Source: World Development Indicators database.

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency responsible to the Ministry of Labor or its equivalent, and its headquarters is in charge of a decentralized service delivery network of public, private, and non-profit organizations. The decentralized public employment service units are all at the local level, including public agencies under ministerial control.

Duties/Portfolio

Legally assigned duties of the public employment service are the administration of social benefits, job placement, active labor market policies, and labor market statistics. In addition, the agency provides support for labor migration.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register, but employers are required to register job vacancies.

Offices

211 offices, 210 of them at the local level.

Staffing

Staff of 2,000 in full-time equivalents, including 222 at the local level.

Budget and Funding

In 2013, the total annual budget was US$100,000, funded mostly by the state and supplemented by contributions from the private sector.

Job Placement Services

Job Placement Services for Job Seekers

Profiling is applied based on the placement officer's assessment. The matching technology is a computer-based data bank that lists registered job vacancies and job seekers. Job offers are either directly offered by public employment service staff or are available through self-service at the local offices or on the Internet. On an Internet-based vacancies bank, job seekers can register and administer their personal profile themselves. Placement officers conduct personal job search interviews and provide assistance in searching for and finding a job, including devising individual action plans. Applicant training is provided by the public employment service or external agencies. For persons with particular problems or needs, the public employment service may refer to specialized agencies. For job seeker's queries, a call center is also available.

Job Placement Services for Employers

Job vacancies are registered through various channels. The matching technology is computerized. Employers have access to an applicant data bank at the public employment service offices or via the Internet. They can contact candidates directly or through the responsible placement officer. Other services include group information and preselection of suitable candidates.

Employers can get support at the public employment service office, on the agency web site, or by telephone. The agency separates clients into different service levels for optimal support, and also organizes job fairs.

Active Labor Market Programs

Target Groups

Target groups are young job seekers, women, migrants, disabled persons, ethnic minorities, and the long-term unemployed.

Programs

Programs include general vocational guidance for adults and young job seekers (by external providers or the public employment service itself), trial work programs, support for business start-ups, and measures to promote worker mobility.

Migration and Mobility

Measures include jobs offers abroad, information and advice about finding jobs abroad, and assistance to migrant returnees.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is responsible for management of unemployment benefits.

Labor Market Information Services

Information collected by the public employment service is published in brochures and on the agency's Internet website. The public employment service is a member of an employment observatory. There is also labor market research beyond monitoring of labor market developments.

Comoros

Structural Indicators	2009	2012
Population (total)	666,097	717,503
GDP per capita (in U.S. dollars)	607.7	606.0
Total unemployment rate (%)	7.1	7.0
Female unemployment rate (%)	7.0	6.9
Unemployment rate, male youth (15-24) (%)	10.3	10.3
Unemployment rate, female youth (15-24) (%)	11.4	11.4

World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent, with its own organizational structure. The agency headquarters manages the regional organizational units. A tripartite Management Board (including state, employer, and employee organizations) is involved in developing and maintaining relationships with labor market actors and decisions regarding the purchase of services from third parties .

Duties/Portfolio

Legally assigned duties of the public employment service are job placement, the collection of labor market information, active labor market policy, and support of labor migration.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

The public employment service headquarters has oversight over two regional offices.

Staffing

Staff of 11, including four at the local offices and seven at headquarters. The ratio of front office to back office staff is 4:3.

Budget and Funding

The total budget in 2013 was €100,000, funded publicly, with more than half of the budget spent on job brokerage.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank that lists registered job vacancies and job seekers. Job offers are displayed for self-service in the public employment service offices and may also be offered by placement staff.

Placement staff conduct job search interviews, provide assistance in searching and finding vacancies, and provide applicant training (including CV writing, personal presentation, etc.).

Job Placement Services for Employers

Employers have access to an applicant data bank at the public employment service offices and can contact job applicants directly or through a public employment service officer. Matching is computerized and job vacancies are registered at the offices.

Personalized support services for recruitment are provided at the public employment service office or through site visits to employers. Placement officers preselect suitable candidates. The agency also organizes job fairs.

Active Labor Market Programs

Target Groups

Targeted measures mostly refer to young job seekers and women.

Programs

Services include general vocational guidance for job seekers (provided by the public employment service itself), self-employment schemes, and business start-ups.

Migration and Mobility

The public employment service does not provide any services in this field.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service does not manage unemployment or other social benefits.

Labor Market Information Services

Labor market information is collected and disseminated for the government and statistical institutions at the regional and national levels. The public employment service is a member of an employment observatory and is also involved in labor market research (beyond monitoring).

Congo, Democratic Republic of

Structural Indicators	2009	2012
Population (total)	60,486,276	65,705,093
GDP per capita (in U.S. dollars)	241.9	273.0
Total unemployment rate (%)	7.3	7.2
Female unemployment rate (%)	9.1	9.1
Unemployment rate, male youth (15-24) (%)	14.3	14.2
Unemployment rate, female youth (15-24) (%)	15.3	15.1

World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency responsible to the Ministry of Labor or its equivalent and has its own organizational structure for service delivery. It is comprised of a headquarters and organizational units at the regional and local levels.

Duties/Portfolio

Legally assigned duties of the public employment service are active labor market policies for job seekers and employers, job brokerage, and the collection of labor market information.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register, but employers are required to register job vacancies.

Offices

There are 10 agencies at the regional level and five at the local level.

Staffing

Staff of 255, including 150 at headquarters, 70 in the regional offices, and 35 in the local offices.

Budget and Funding

The total budget in 2013 was US$2,127,659, funded by the state and customer fees; 60% of the budget was spent on job placement, and 20% each on labor market statistics and active labor market policies.

Job Placement Services

Job Placement Services for Job Seekers

Job seekers have self-service access to job offers displayed in the public employment service offices. There is also an Internet-based data bank where job seekers can register and administer their individual profiles themselves. Direct job offers to suitable candidates by placement staff are standard practice.

The public employment service supports job seekers through personal job search interviews and by providing information about job vacancies and making direct job offer. Information relevant for job seekers can also be found on the Internet. Applicant training is provided by external agencies.

Job Placement Services for Employers

Employers can register job vacancies by postal mail or at the public employment service offices. The contact data of the applicants is available to the employers, so they can contact the public employment service directly. Before proposing candidates to employers, placement staff preselect suitable candidates.

Employer clients are separated into different service levels for targeted support. Personalized support services for employers are provided either at the public employment service offices or at employer site visits. The agency also organizes job fairs.

Active Labor Market Programs

Target Groups

Target group information is not available.

Programs

Programs include vocational training provided by the public employment service, placement into temporary work trial programs, support for self-employment schemes, and job creation measures for additional employment in targeted areas.

Migration and Mobility

The public employment service is not active in this field.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service does not manage unemployment or other social benefits.

Labor Market Information Services

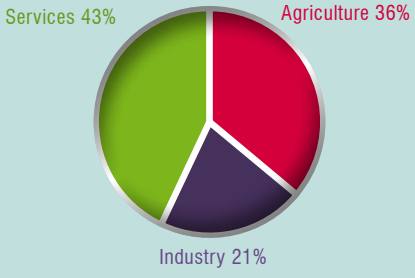
Labor market information is collected at the national level and disseminated to government and statistical institutions.

Congo, Republic of

Structural Indicators	2009	2012
Population (total)	3,995,146	4,337,051
GDP per capita (in U.S. dollars)	1,807.4	1,943.7
Total unemployment rate (%)	7.0	7.1
Female unemployment rate (%)	6.8	6.8
Unemployment rate, male youth (15-24) (%)	10.2	10.3
Unemployment rate, female youth (15-24) (%)	11.1	11.3

World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2005



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency responsible to the Ministry of Labor or its equivalent, with its own organizational structure for service delivery. A Management Board (including delegates from the state, employer, and employee organizations) is involved in decisions regarding criteria for participation in the labor market, developing relationships with labor market actors, performance management, and budget decisions.

Duties/Portfolio

Legally assigned duties of the public employment service are job placement, the collection of labor market statistics, and active labor market policies. The agency also handles the administration of other benefits.

Regulations Registration of Job Seekers and Vacancies

There is no information available about legal regulations for job seekers or the registration of vacancies.

Offices

14 offices.

Staffing

Staff of 411, including 195 at headquarters. A third of all staff handle front office tasks.

Budget and Funding

No information available.

Job Placement Services

Job Placement Services for Job Seekers

Job offers are displayed in local offices or offered by public employment service staff. Matching and profiling is applied based on statistical and technical models.

Placement staff conduct job search interviews to help applicants find vacancies. Applicant training is provided either by the public employment service itself or by external agencies. In cases when personal specialized services are required, the agency refers to special providers.

Job Placement Services for Employers

Employers can register vacancies by telephone, postal mail, or at the public employment service office. Employers may contact job applicants directly or through the responsible public employment service officer. Placement officers have computerized matching technology.

Personalized support services for recruitment are provided by telephone or in person at the agency office or the employer's site. Placement officers preselect suitable candidates before proposing them to the employer.

Active Labor Market Programs

Target Groups

Important target groups are young people under 25, the disabled, immigrants, and women.

Programs

Programs include vocational training (provided in-house or by external agencies), self-employment support schemes, and wage cost subsidies to promote recruitment of the unemployed.

Migration and Mobility

The public employment service does not provide any measures in this field.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service is not in charge of social allowances.

Labor Market Information Services

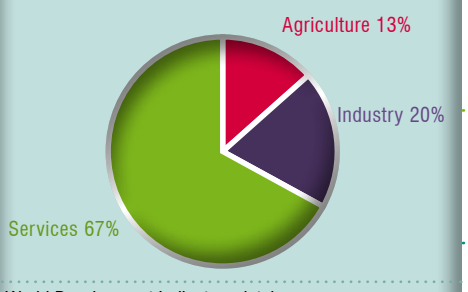
Labor market information is collected for the government or statistical institutions at the national and regional levels. Information is published in general in brochures or leaflets.

Costa Rica

Structural Indicators	2009	2012
Population (total)	4,601,424	4,805,295
GDP per capita (in U.S. dollars)	5,180.3	5,720.5
Total unemployment rate (%)	7.8	7.6
Female unemployment rate (%)	10.3	10.5
Unemployment rate, male youth (15-24) (%)	15.5	15.3
Unemployment rate, female youth (15-24) (%)	22.4	24.7

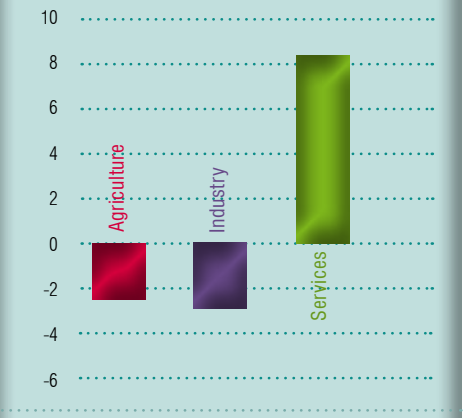
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
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Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent. There are service delivery units at the local level. The Management Board's members are appointed by the government. The board is involved in decisions regarding policies and programs, relationships with other labor market actors and setting criteria for participation in labor market programs.

Duties/Portfolio

The duties assigned to the public employment service are job brokerage, active labor market policies, labor migration, and administration of other benefits.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are 44 public employment service offices.

Staffing

Total staff of 20, all of them employed at headquarters.

Budget and Funding

The total annual budget in 2013 was US$11 million, funded by public sources, NGOs, donors, and the private sector.

Job Placement Services

Job Placement Services for Job Seekers

Job offers are displayed at local offices, offered by placement staff, or available on an online platform where job seekers can register and administer their own profiles. Profiling is applied based on the counselor's assessment and technical analysis.

Placement staff conduct personal job search interviews and provide assistance and advice on finding job vacancies. A call center for job seekers and Internet services are also available. Applicant training is provided by the public employment service itself or by external agencies.

Job Placement Services for Employers

Various channels are used for the registration of job vacancies. Placement officers preselect suitable candidates before proposing them to employers, based on computerized matching technology. Employers have access to an applicant data bank at the public employment service office or through the Internet, and they can contact the applicants directly. Group information for potential employees is another service available.

Employer clients are grouped into different service levels. Personalized support services for recruitment are provided through multiple channels. The public employment service also organizes job fairs, makes targeted site visits to selected companies and branches, and supports companies in the case of crisis.

Active Labor Market Programs

Target Groups

Target groups are young and older job seekers, women, immigrants, disabled persons, single parents, ethnic minorities, and persons with specific problems impeding labor market integration.

Programs

Programs include vocational training (provided by the public employment service or by external agencies), placement into temporary work trial programs, and employment maintenance measures.

Migration and Mobility

The public employment service assists migrant workers who are already residing in the country.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

Job seeker allowances and basic income support are managed and administered by the public employment service.

Labor Market Information Services

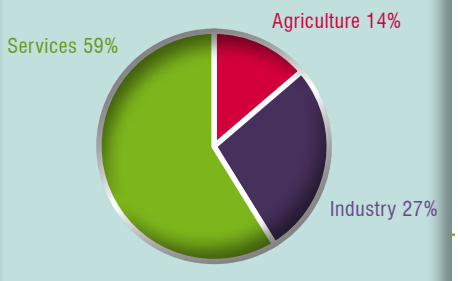
The public employment service collects labor market information for the government and statistical institutions. The agency is a member of an employment observatory and involved in labor market research (beyond monitoring).

Croatia

Structural Indicators	2009	2012
Population (total)	4,429,078	4,267,558
GDP per capita (in U.S. dollars)	10,597.9	10,523.3
Total unemployment rate (%)	9.1	15.8
Female unemployment rate (%)	10.5	15.7
Unemployment rate, male youth (15-24) (%)	23.6	43.2
Unemployment rate, female youth (15-24) (%)	29.0	45.3

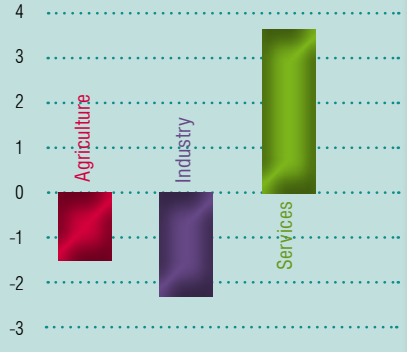
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency responsible to the Ministry of Labor or its equivalent, with its own organizational structure for service delivery. The public employment service includes a headquarters and regional and local units. A Management Board (including representatives from the state, employer, and employee organizations plus other societal groups) is involved in performance management, the purchase of services by third parties, and criteria-setting for participation in labor market programs.

Duties/Portfolio

Legally assigned duties of the public employment service are job brokerage, active labor market policies, labor market statistics, administration of unemployment benefits, and labor migration.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are 120 offices, including 22 offices at the regional level and 97 local offices.

Staffing

Staff of 1,615, including 171 at headquarters, 1,143 at the regional level, and 301 at the local offices. Most of the staff handle front office tasks.

Budget and Funding

The total budget in 2013 was €293,161,119, most of it funded by the state. Additional funding sources were donors and the private sector.

Job Placement Services

Job Placement Services for Job Seekers

Job offers are available through various channels. Job seekers can register on an online vacancy and candidate bank and may administer their individual profiles themselves. Placement staff use a computer-based data bank for matching processes. Profiling is based on the counselor's assessment and technical and/or statistical analysis.

Placement staff conduct individual job search interviews that include devising individual action plans. A call center for client queries is available. Applicant training is a standard procedure.

Job Placement Services for Employers

Employers have access to an applicant data bank and can contact the agency at its offices or via the Internet. Employers can contact suitable candidates directly or through the responsible public employment service officer. Employers register job vacancies through multiple channels and commission group information for suitable workers. Placement staff use computerized matching procedures and preselect suitable candidates. The public employment service offers personal services for employers through various channels. Employer clients are separated into different service categories. Services to employers include targeted visits to the employers' site, support and advice for companies in crisis, and the organization of job fairs.

Active Labor Market Programs

Target Groups

Target groups are young and older job seekers, disabled persons, women, the long-term unemployed, and ethnic minorities.

Programs

Programs include vocational training by external organizations, self-employment schemes, wage cost subsidies to promote the recruitment of the unemployed, job creation measures, and employment maintenance measures.

Migration and Mobility

The public employment service is involved in offering job vacancies abroad, providing information and advice services on finding jobs abroad, assisting foreign employers who are looking for workers, and supporting foreign workers and migrant returnees.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service manages the allowances of job seekers, which is the basic income support.

Labor Market Information Services

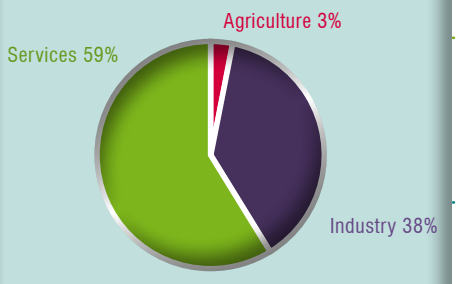
Labor market information is collected at the national, regional, and local levels for the government and statistical institutions. Labor market statistics and information are published as brochures or leaflets and on the Internet. The public employment service is also involved in labor market research (beyond monitoring) and is a member of an employment observatory.

Czech Republic

Structural Indicators	2009	2012
Population (total)	10,443,936	10,510,785
GDP per capita (in U.S. dollars)	13,874.3	14,236.6
Total unemployment rate (%)	6.7	7.0
Female unemployment rate (%)	7.8	8.2
Unemployment rate, male youth (15-24) (%)	16.8	19.9
Unemployment rate, female youth (15-24) (%)	16.9	19.0

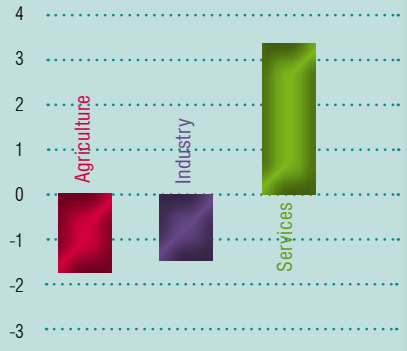
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent, with its own organizational structure for service delivery. It has offices at the regional and local levels, with a coordinating headquarter.

Duties/Portfolio

Legally assigned duties of the public employment service are job placement, active labor market policies, labor market information, administration of benefits and allowances, and labor migration measurements.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are 257 public employment service offices, 14 at the regional level and 242 at the local level.

Staffing

Staff of 9,020 full-time equivalents, including 205 at headquarters, and 8,815 in the regional and local offices; 35% of all staff handle front office tasks.

Budget and Funding

The annual budget in 2013 was €3.65 billion, funded by public sources at the national level.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based matching technology, i.e., a vacancy bank that lists registered job seekers and job offers. Profiling is based on the placement officer's assessment and technical analysis. For job seekers, access to vacancies is available at public employment service offices via self-service, by direct contact with placement staff, or via the Internet. On the Internet data bank, job seekers can register and administer their individual profiles themselves.

Placement officers conduct personal job search interviews that include devising individual action plans. Additional information channels for job seekers include the Internet and a call center. Applicant training is provided, along with referral to external providers or targeted services for persons with special problems or needs.

Job Placement Services for Employers

Matching technology is computerized. Placement staff preselect suitable candidates for employers, and group information is also readily available. Employers can register job vacancies through various channels and have access to applicant data via the Internet. Employers must go through the responsible placement officer to contact applicants.

Clients are grouped into service categories. Services include job fairs, targeted site visits, and advice for companies in crisis. Personalized support services are provided by phone, via the Internet, and through personal contact at agency offices or the employer's site.

Active Labor Market Programs

Target Groups

Target groups are single parents, women, disabled persons, immigrants, the long-term unemployed, people with specific problems impeding labor market integration, and young and older job seekers.

Programs

Programs include vocational training (by the public employment service or external provision), trial employment programs, support for business start-ups, employment maintenance measures, wage cost subsidies, and the promotion of worker mobility.

Migration and Mobility

Labor migrants are supported with job offers abroad and information or advice on finding vacancies. The public employment service assists foreign employers looking for workers, as well as migrant returnees and foreign workers.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service manages job seekers' unemployment benefits and basic allowances as well as social assistance allowances and/or related additional allowances.

Labor Market Information Services

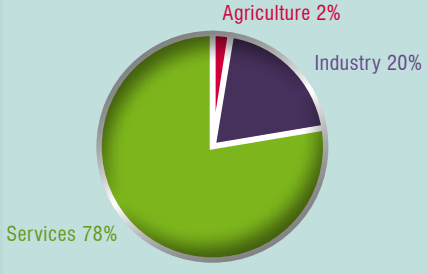
The public employment service collects information at the national, regional, and local levels for the government and/or statistical institutions. Information is published on the Internet. The agency is a member of an employment observatory and is also involved in labor market research (beyond monitoring).

Denmark

Structural Indicators	2009	2012
Population (total)	5,523,095	5,591,572
GDP per capita (in U.S. dollars)	45,862.8	46,254.9
Total unemployment rate (%)	6.0	7.5
Female unemployment rate (%)	5.3	7.5
Unemployment rate, male youth (15-24) (%)	13.3	14.8
Unemployment rate, female youth (15-24) (%)	10.3	13.5

World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



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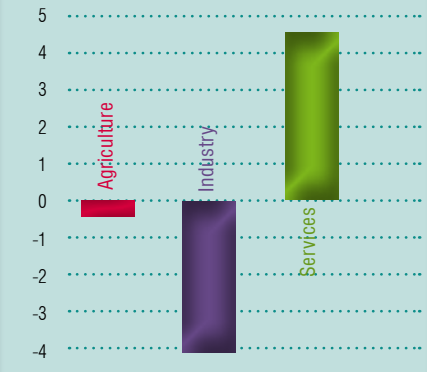
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. A central headquarters coordinates the regional and local service agencies as well as the network of public, private, and non-profit organizations. A Management Board (including state, employer, and employee organizations) is involved in performance management.

Duties/Portfolio

Legally assigned duties of the public employment service are job brokerage, active labor market policies, administration of unemployment and other social benefits, support for labor migration, and the collection of labor market information.

Regulations Registration of Job Seekers and Vacancies

There is a legal obligation for job seekers to register, but not for employers to submit vacancies.

Offices

There are 99 offices. Four are located at the regional level and 94 are branch offices.

Staffing

The number of staff working for the public employment service is not available.

Budget and Funding

No budget figures available. The budget of the public employment service is funded publicly and by contributions to unemployment insurance. Most of the budget is spent on job placement, administration of benefits, and active labor market policies.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank with registered job vacancies and job seekers. Profiling is used based on the placement officer's assessment only. Direct job offers to job seekers are standard practice. Job offers are also displayed for self-service at local offices and on the Internet. Job seekers can register at an Internet-based vacancy bank and administer their individual profiles themselves.

Personal job search interviews are standard practice, and they include devising individual reintegration plans to define job search activities and targets. A call center is available for any queries. Information on the job search process is also available on the Internet. Services include applicant training and referral to external agencies for targeted services for persons with special problems or needs.

Job Placement Services for Employers

Job vacancies can be registered by telephone, the Internet, via email, or at agency offices. Employers have access to an applicant data bank, including contact information, at public employment service offices or via the Internet. Group information is also available. The preselection of suitable job candidates for employers is standard practice.

Personalized support services for employers are provided through various channels. Employer clients are grouped into different service levels. The public employment service organizes job fairs and targeted site visits and gives advice to companies in crisis.

Active Labor Market Programs

Target Groups

Target groups are younger and older job seekers, the disabled, immigrants, single parents, the long-term unemployed, ethnic minorities, women, and persons with specific problems impeding labor market integration (e.g. drug addiction, debts, or housing).

Programs

Programs include vocational guidance (externally provided) training, placement into temporary work trial programs, wage cost subsidies, job creation and employment maintenance measures, and programs to promote worker mobility.

Migration and Mobility

The public employment service offers vacancies abroad and provides information on finding a job abroad. It also assists foreign employers looking for workers. Support is also provided to foreign job seekers as well as migrant returnees.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is responsible for managing basic income support and social assistance allowances or related additional allowances.

Labor Market Information Services

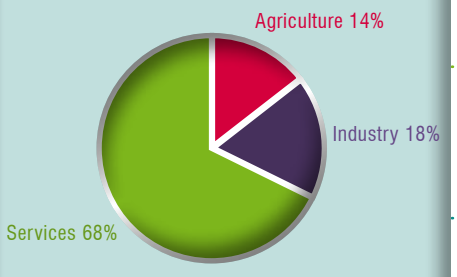
Labor market information is provided for government and statistical institutions. The information is collected at the national, regional, and local levels and is available on the Internet or published in brochures. The public employment service is involved in labor market research (beyond monitoring of labor market development).

Dominican Republic

Structural Indicators	2009	2012
Population (total)	9,884,265	10,276,621
GDP per capita (in U.S. dollars)	4,492.7	5,053.9
Total unemployment rate (%)	14.9	13.0
Female unemployment rate (%)	23.0	22.1
Unemployment rate, male youth (15-24) (%)	21.7	22.1
Unemployment rate, female youth (15-24) (%)	42.0	41.1

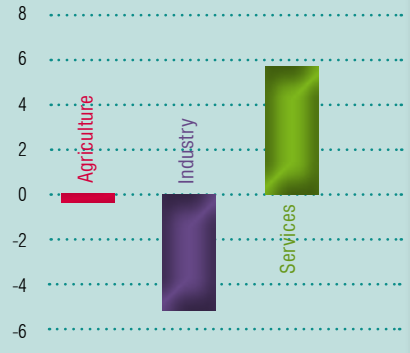
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2011



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2001 to 2011



World Development Indicators database.
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Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent. It is comprised of a central headquarters and local organizational units for service delivery. A Management Board includes representatives from state, employer, and employee organizations.

Duties/Portfolio

Legally assigned duties of the public employment service are job brokerage, labor market statistics, and active labor market policies The agency also provides supports for labor migration.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are 17 offices at the local level, of which 15 are full service units and two are branch offices.

Staffing

Staff of 62, including 12 at the national headquarters and 50 in the local units. More than 70% of the staff handle front office tasks.

Budget and Funding

Budget sources for the public employment service are public funding, donors, and other sources. No budget figures were available.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank that lists job vacancies and job seekers. An Internet-based public employment service vacancy and registered user bank enables job seekers to find vacancies and present themselves. Job offers are either offered directly by public employment service staff or are accessible via self-service (displays at local offices).

Individual action plans are standard procedure for defining job search activities and targets. Applicant training is provided by the public employment service or by external training organizations.

Job Placement Services for Employers

Employers can register job vacancies via multiple channels, and they provide group information for suitable workers. Placement staff use a computerized matching procedure and preselect suitable candidates.

Personal services to employers are offered through a call center, by telephone, via email or Internet, and through personal contact at the public employment service office or the employer's site.

Active Labor Market Programs

Target Groups

Target groups are young job seekers, single parents, women, disabled persons, and the long-term unemployed.

Programs

Programs include external vocational training, temporary work trial programs, self-employment schemes, and wage cost subsidies to promote recruitment of the unemployed.

Migration and Mobility

To support labor migration, the public employment service assists foreign employers looking for workers and migrant returnees. The agency also offers vacancies abroad.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service does not manage unemployment benefits or social allowances.

Labor Market Information Services

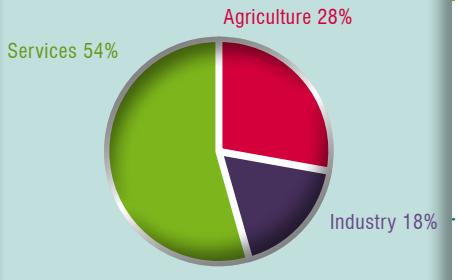
The public employment service collects information at the national, regional, and local levels for the government and/or statistical institutions. The data are published online or in brochures. The public employment service is a member of an employment observatory and is also involved in labor market research (beyond monitoring).

Ecuador

Structural Indicators	2009	2012
Population (total)	14,756,424	15,492,264
GDP per capita (in U.S. dollars)	3,209.9	3,568.2
Total unemployment rate (%)	6.5	4.5
Female unemployment rate (%)	8.5	5.6
Unemployment rate, male youth (15-24) (%)	11.8	8.1
Unemployment rate, female youth (15-24) (%)	18.3	13.3

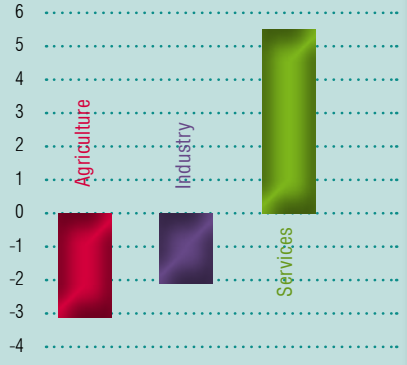
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2001 to 2011



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent with its own organizational structure for service delivery, including a central headquarters and offices at the regional and local levels.

Duties/Portfolio

Legally assigned duties of the public employment service are active labor market policies, job brokerage, and labor market statistics.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

Seven offices are located at the regional level and seven full-service units at the local level. In addition, there are 33 branch offices (with limited services) at the local level.

Staffing

Staff of 1,391; 60% of staff handles front office services.

Budget and Funding

The budget in 2013 was funded exclusively with public resources. Most of the budget was spent on job placement, with 20% each on labor market policies and statistics. Exact figures were not available.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based matching technology, i.e., a data bank that lists registered job seekers and job vacancies. Job seekers have access to vacancies at local public employment service offices and via the Internet. Job seekers can register and administer their individual profile themselves on an online job vacancy bank.

Personal job search interviews with placement officers are standard practice and include devising individual action plans. Information on the job search process is also available online.

Job Placement Services for Employers

Placement officers use computerized matching devices to preselect suitable applicants for vacancies and provide group information if commissioned by employers. Employers can register job vacancies through various channels. They have access to the applicants' CV data via the Internet, but must go through the responsible placement officer to contact candidates.

Personalized support services are provided by telephone, Internet, or personal contact. The public employment service organizes targeted site visits and job fairs, and offers information and advice for companies in crisis. To maximize support, the clients are grouped into service categories.

Active Labor Market Programs

Target Groups

Target groups are single parents, women, younger and older job seekers, disabled persons, immigrants, the long-term unemployed, ethnic minorities, and people with special problems impeding labor market integration.

Programs

Programs include employment maintenance measures for workers at risk of layoffs, and vocational guidance provided either by the public employment service or external training organizations.

Migration and Mobility

The public employment service supports migrant returnees and offers jobs abroad.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service does not manage unemployment benefits or allowances.

Labor Market Information Services

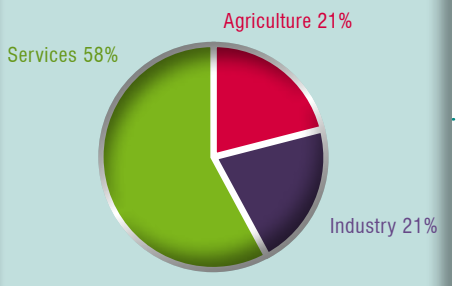
The public employment service collects and disseminates labor market statistics for the government and statistical institutions. The agency is also involved in labor market research (beyond monitoring).

El Salvador

Structural Indicators	2009	2012
Population (total)	6,183,484	6,297,394
GDP per capita (in U.S. dollars)	2,926.2	3,033.1
Total unemployment rate (%)	7.3	6.9
Female unemployment rate (%)	4.9	4.4
Unemployment rate, male youth (15-24) (%)	13.9	12.3
Unemployment rate, female youth (15-24) (%)	12.4	11.2

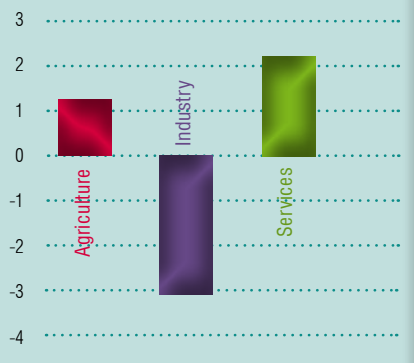
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
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Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent. Its organizational structure includes a central headquarters and service delivery units on the regional and local level.

Duties/Portfolio

Legally assigned duties of the public employment service are job brokerage, support for labor migration, active labor market policies, and labor market statistics.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are 43 offices, including 14 offices at the regional and 29 at the local level.

Staffing

Staff of 115 people, including 60 at headquarters, 26 at the regional offices, and 29 at the local offices. The share of staff handling front office tasks is 37%.

Budget and Funding

Funding sources for the budget are mainly public. Budget figures were not available.

Job Placement Services

Job Placement Services for Job Seekers

Services provided are active job offers through the placement officers and profiling based on the counselor's assessment. The matching technology includes a computer-based data bank that lists registered job vacancies and job seekers.

Placement officers conduct job search interviews and provide assistance such as information on vacancies and the job search process. They also provide in-house applicant training to improve skills such as CV writing and personal presentation.

Job Placement Services for Employers

Employers can register job vacancies by telephone, email, or at agency offices. They commission group information for suitable workers and go through the responsible public employment service officer to contact applicants. A preselection of the candidates is standard.

Personalized support services for recruitment are provided via telephone, email, or personal contact at the local offices. The public employment service organizes job fairs and site visits to selected companies or branches.

Active Labor Market Programs

Target Groups

Target groups are single parents, women, disabled persons, immigrants, ethnic minorities and job seekers under 25 and over 50.

Programs

The public employment service provides trial job programs, self-employment schemes to promote worker mobility, and general vocational guidance for young people and adults.

Migration and Mobility

Assistance is provided to foreign employers who are looking for migrant workers, and migrant returnees. Job vacancies abroad are also offered.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service does not manage unemployment benefits or other social allowances.

Labor Market Information Services

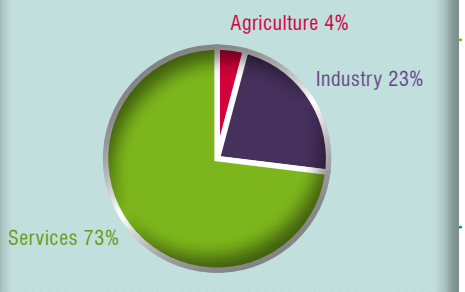
Labor market information is provided at the regional, national, and local levels for the government and/or statistical institutions. The information is published on the Internet or in brochures. The public employment service is a member of an employment observatory and is involved in research activities (beyond monitoring).

Finland

Structural Indicators	2009	2012
Population (total)	5,338,871	5,413,971
GDP per capita (in U.S. dollars)	36,995.0	38,383.1
Total unemployment rate (%)	8.2	7.6
Female unemployment rate (%)	7.5	7.0
Unemployment rate, male youth (15-24) (%)	21.9	17.7
Unemployment rate, female youth (15-24) (%)	18.7	18.0

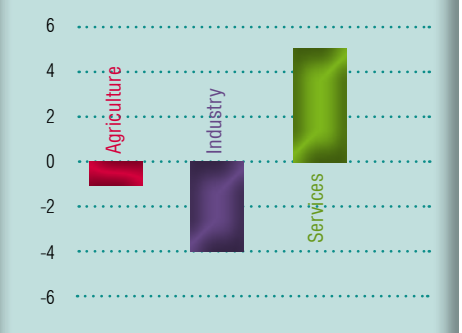
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It has its own organizational line structure with a central headquarters and regional and local units for service delivery.

Duties/Portfolio

Legally assigned duties of the public employment service are job brokerage, active labor market policies, labor market statistics, support of labor migration, and the administration of social benefits.

Regulations Registration of Job Seekers and Vacancies

Job seekers are required to register, but employers are not required to register job vacancies.

Offices

There are 15 regional offices and 15 local offices; the latter also include 74 branch offices with limited services.

Staffing

Staff of 3,200 full-time or equivalents, including 90 at headquarters and 3,081 at the local offices. Six percent of the staff handle front office tasks.

Budget and Funding

The budget of the public employment service in 2013 was €763,207,000, funded by public sources.

Job Placement Services

Job Placement Services for Job Seekers

Placement officers use a computer-based data bank that lists registered job vacancies and job seekers. Job seekers have access to job vacancies via the Internet, at the local offices, or through the placement officers. Profiling is based on a mixed approach of officer assessment and technical analysis.

Placement staff provide information and advice during interviews with job seekers, including devising individual action plans to define job search activities and targets. The applicants can also use a call center or access information available on the agency's Internet site. Applicant training is provided in-house or by external agencies. For persons with special problems or needs, the public employment service may refer to specialized agencies.

Job Placement Services for Employers

Job vacancies are registered by telephone or via the Internet. Employers have access to applicant data via the Internet, including the applicants' contact information. Public employment service staff provide a preselection of candidates before sending applicants to an employer. Group information for suitable workers commissioned by employers may also be provided.

Employer clients are grouped into different service categories. Personalized support services are provided through various channels and advice is also given for companies in cases of crisis. Additional services include job fairs and targeted site visits to selected companies and branches.

Active Labor Market Programs

Target Groups

The main target groups are the long-term unemployed, disabled persons, immigrants, ethnic minorities, people with specific problems impeding labor market integration, and younger and older job seekers.

Programs

Programs include general vocational guidance provided by external agencies, placement into temporary work trial programs, wage cost subsidies, job creation measures as additional employment, employment maintenance measures, and programs to promote worker mobility. The public employment service also supports business start-ups.

Migration and Mobility

Labor migrants are supported with job offers abroad, information, and advice. The public employment service also assists employers looking for migrant workers, foreign workers already residing in the country, and migrant returnees.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is not in charge for unemployment benefits, but does handle other social benefits.

Labor Market Information Services

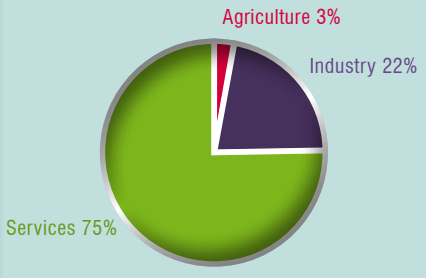
Labor market information is collected at the national, regional, and local levels for the government and/or statistical institutions. This information is published online or in leaflets and brochures. The public employment service is a member of an unemployment observatory and is also involved in labor market research (beyond monitoring).

France

Structural Indicators	2009	2012
Population (total)	64,702,921	65,676,758
GDP per capita (in U.S. dollars)	33,492.6	34,250.2
Total unemployment rate (%)	9.1	9.9
Female unemployment rate (%)	9.3	10.0
Unemployment rate, male youth (15-24) (%)	23.7	23.9
Unemployment rate, female youth (15-24) (%)	22.0	23.7

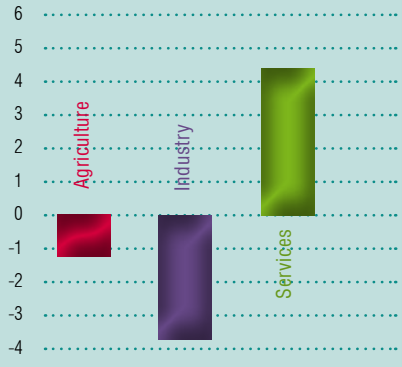
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. Its organizational structure includes a central headquarters and service delivery units at the regional and local levels. A tripartite Management Board (including state, employer, and employee representatives) is involved in decisions regarding policies and programs, the budget, services of third parties, and relationships with other labor market actors.

Duties/Portfolio

Legally assigned duties of the public employment service are job placement, active labor market policies, labor market research, labor migration, and the administration of unemployment or other social benefits.

Regulations Registration of Job Seekers and Vacancies

There is a legal obligation for job seekers to register, but not for employers to register job vacancies.

Offices

There are 932 offices, of which 26 are regional offices and 905 local offices. There are also 141 branch units of the local offices (with limited or restricted services).

Staffing

Staff of 53,000, including 2,400 at headquarters and 45,000 in the local offices; 16% of staff handle front office tasks.

Budget and Funding

The total budget of the public employment service in 2013 was €5,092,567, funded by public sources and contributions to unemployment insurance.

Job Placement Services

Job Placement Services for Job Seekers

Placement officers use a computer-based matching technology, i.e., a data bank that lists registered job seekers and job vacancies. Direct job offers through the placement officers are standard practice. Profiling is used based on a mixed approach of the counselor's assessment and technical analysis. Job seekers have self-service access to job vacancies at the local offices and through the Internet. Job seekers can register and administer their individual profiles on the Internet.

Placement officers conduct personal job search interviews and help job seekers devise individual actions plans for reintegration. Applicant training is either provided in-house or by external agencies. For persons with special problems or needs, the public employment service may refer them to specialized organizations. Job seekers can also find information online, or by contacting a call center.

Job Placement Services for Employers

Placement officers use computerized matching procedures and preselect suitable candidates before sending them to employers. Group information for applicants (commissioned by the employer) is also available. Employers register job vacancies through various channels, and they can access an applicant data bank at an agency office or through the Internet. To contact any job seeker or applicant, employers must go through the responsible public employment service officer.

Employer clients are grouped into different service levels. Personalized support services for employers are provided through various channels. The public employment service organizes job fairs and makes targeted site visits to service employers. The agency also gives advice in cases of companies in crisis.

Active Labor Market Programs

Target Groups

Target groups are younger and older job seekers, women, disabled persons, immigrants, the long-term unemployed, and persons with specific problems impeding labor market integration.

Programs

Programs include general vocational guidance, external training programs for work testing, self-employment to promote worker mobility, job creation in restricted target areas, employment maintenance, and wage cost subsidies.

Migration and Mobility

The public employment service gives assistance and advice to foreign workers, migrant returnees and employers. The agency also provides information on the transnational job search and direct offers of vacancies aboard.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service manages unemployment benefits based on entitlements, means-tested basic allowances, and other social allowances.

Labor Market Information Services

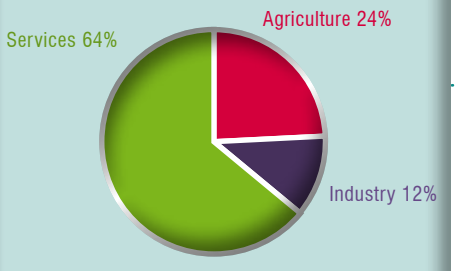
Labor market information is collected at the national, regional, and local levels for the government and statistical institutions. It is published online or in brochures. The public employment service is member of a labor market observatory and is also involved in labor market research (beyond monitoring).

Gabon

Structural Indicators	2009	2012
Population (total)	1,519,155	1,632,572
GDP per capita (in U.S. dollars)	5,974.7	6,709.1
Total unemployment rate (%)	20.2	20.3
Female unemployment rate (%)	28.6	27.0
Unemployment rate, male youth (15-24) (%)	31.2	30.8
Unemployment rate, female youth (15-24) (%)	42.5	41.4

World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2005



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent. It has a central headquarters and local organizational units, as well as a tripartite Management Board involved in policy decisions, performance management, and outsourcing.

Duties/Portfolio

Legally assigned duties of the public employment service are job placement and active labor market policies. The agency also handles labor migration.

Regulations Registration of Job Seekers and Vacancies

There is no legal requirement for job seekers to register or for employers to register job vacancies.

Offices

There are five offices at the local level.

Staffing

Staff of 82 people, including 25 are at the central headquarters and 57 in the regional/local offices. Nearly 70% of the staff handles front office tasks.

Budget and Funding

In 2013, the total annual budget was €1,921,328, funded through public sources. Most of the budget was spent on job brokerage.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank that lists registered job vacancies and job seekers. Profiling is based on the counselor's assessment. Job vacancies are available for job seekers at the local offices or are offered through the placement officer.

The public employment service conducts personal job search interviews to provide information and advice on searching for and finding a job. Applicant training is provided in-house or by external agencies.

Job Placement Services for Employers

Placement staff use computerized matching procedures and preselect suitable candidates. Job vacancies are registered by employers through various channels. Employers have access to a data bank of applicants and are allowed to contact applicants directly.

Employer clients are separated into service categories. Personal recruitment for employers is supported by telephone or personal contact at the public employment service offices or the employer's site. The agency also makes targeted site visits, organizes job fairs, and provides information and advice for companies in crisis.

Active Labor Market Programs

Target Groups

The target groups are job seekers under the age of 25 and labor market migrants.

Programs

Programs include general vocational guidance for young people and adults, external training, placement into temporary work trial programs, job creation measures, and the promotion of worker mobility.

Migration and Mobility

The public employment service provides assistance to migrant returnees.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service does not manage unemployment or other social benefits.

Labor Market Information Services

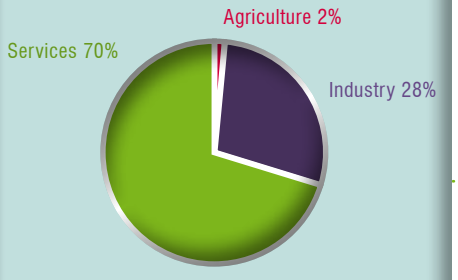
Labor market information is collected and disseminated at the national level for the government or statistical institutions. The information is published in brochures or leaflets.

Germany

Structural Indicators	2009	2012
Population (total)	81,902,307	80,425,823
GDP per capita (in U.S. dollars)	34,680.2	38,219.8
Total unemployment rate (%)	7.7	5.4
Female unemployment rate (%)	7.3	5.1
Unemployment rate, male youth (15-24) (%)	11.9	8.7
Unemployment rate, female youth (15-24) (%)	9.7	7.4

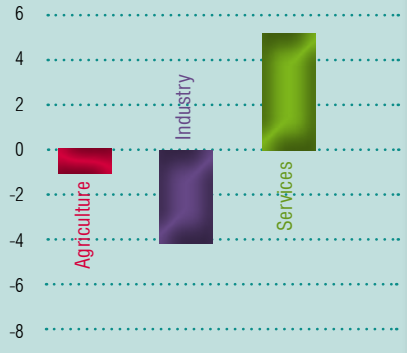
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It has its own organizational line structure, including a central headquarters, regional agencies, and local units for service delivery. A tripartite Management Board (including delegates from the state, employer, and employee organizations), is involved in decisions regarding policies and programs, the budget, and the purchase of services by third parties.

Duties/Portfolio

Legally assigned duties of the public employment service are job placement, active labor market policies, labor market information, labor migration, and the administration of unemployment and other social benefits.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

The total number of full-service units is 167, including 11 offices at the regional level and 156 at the local level. They are supported by 610 branch agencies that correspond to the local offices. These numbers relate to the responsibility area of unemployment insurance (German Social Code III) and do not include the responsibility area of means-tested basic income support (German Social Code II), which is the responsibility of another group of specialized job centers.

Staffing

Total staff of 93,900 including 900 at headquarters, 5,300 in regional offices, and 87,700 in local offices; 83% of the staff handle front office tasks.

Budget and Funding

The total annual budget of the public employment service in 2013 was €32.574 billion, funded by contributions to social security and public sources.

Job Placement Services

Job Placement Services for Job Seekers

Job offers are available via self-service (displayed in local offices or available on the Internet) or directly offered by job placement staff. Matching technology used includes a computer-based data bank that lists registered job vacancies and job seekers. Job seekers can register on an Internet-based vacancy bank and administer their profiles themselves. Profiling is part of the job search interview and is based on placement officers' assessments, supported by technical analysis.

Individual job search interviews with placement officers are standard practice and include devising individual action plans to define job search activities and targets. Information and advice for job seekers is available via the Internet or through the call center. Applicant training by the public employment service itself or by external agencies is provided frequently. In cases of persons with special problems or needs, the public employment service may refer to specialized agencies.

Job Placement Services for Employers

For the registration of job vacancies, a multiple channel approach is used. Employers have access to an applicant data bank at the public employment service offices or via the Internet. They can contact candidates directly or through a public employment service officer. The agency uses a computer-based data bank that lists registered job vacancies and job seekers. The computerized matching technology supports the staff's preselection of suitable candidates for specific vacancies. Group information for suitable workers (commissioned by the employer) is also available.

For optimal allocation of services, employer clients are grouped into different service categories. Personal contact between the public employment service and employers is ensured through various channels. Job fairs, targeted site visits, and support in the case of company crisis are standard practice.

Active Labor Market Programs

Target Groups

Target groups are the long-term unemployed, ethnic minorities, young and older job seekers, immigrants, disabled persons, single parents, women, and people with specific problems impeding labor market integration.

Programs

Programs include general vocational guidance for young people and adults, training (provided by external agencies), work trials, business start-ups support schemes, wage cost subsidies, job creation measures, and the promotion of worker mobility.

Migration and Mobility

Services for transnational placement are offered to foreign workers who already reside in the country, foreign employers who are looking for workers, and migrant returnees. Job offers abroad and information and advice on finding a job in foreign countries are also provided.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is responsible for the administration and management of unemployment benefits, job seeker allowances, and related allowances.

Labor Market Information Services

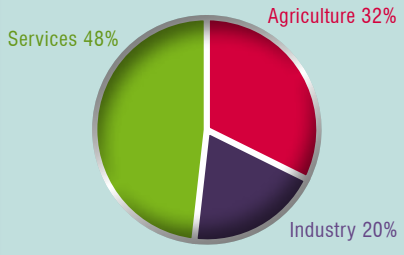
The public employment service collects information on the labor market at the national, regional, and local levels for the government and statistical institutions. The information is published on the Internet or in leaflets and brochures. The public employment service is involved in labor market research (beyond monitoring).

Guatemala

Structural Indicators	2009	2012
Population (total)	13,988,988	15,082,831
GDP per capita (in U.S. dollars)	2,262.4	2,315.1
Total unemployment rate (%)	3.1	4.2
Female unemployment rate (%)	4.2	4.2
Unemployment rate, male youth (15-24) (%)	3.6	3.1
Unemployment rate, female youth (15-24) (%)	8.2	8.6

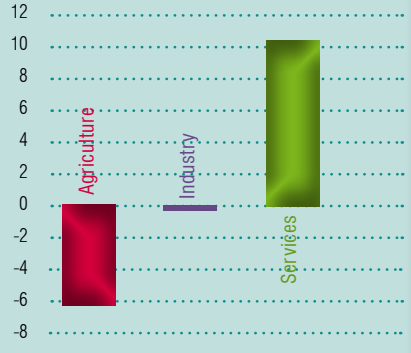
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent. Its organizational structure includes a central headquarters and units for service delivery at the regional and local levels.

Duties/Portfolio

The public employment service is responsible for job placement, labor market information, active labor market policies, and labor migration. None of these duties are legal obligations.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

One regional office and 25 local offices.

Staffing

Staff of 60, including one person responsible for the regional office and 24 employees in the local offices. There are 35 headquarters staff. About 60% of the staff handles front office tasks.

Budget and Funding

The total budget in 2013 was US$582,507,975 , funded by public sources. Nearly all the budget was spent on job brokerage and labor market statistics.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank that lists registered job vacancies and job seekers. They either offer vacancies directly to job seekers or the vacancies are displayed for self-service at public employment service offices or via an Internet-based data bank. In this data bank, job seekers can register or change their individual profiles themselves.

Personal job search interviews are standard practice and include devising individual action plans to define job search activities and targets. Internet-based (website) information on the job search process is also available. Applicant training is provided directly by the public employment service. For targeted services for persons with special problems or needs, the public employment service may refer to specialized agencies.

Job Placement Services for Employers

The public employment service uses computerized matching technology. Employers register job vacancies by telephone, email, or via the Internet. They have access to applicant information at the offices or on the Internet, and they can contact the applicants directly.

Personalized support services for employers are provided by telephone, at the public employment service offices, or at the employer's site. The agency organizes job fairs and makes targeted site visits to stimulate the employer's specific demand.

Active Labor Market Programs

Target Groups

Target groups are young job seekers under the age of 25, immigrants, women, and persons with specific problems impeding labor market integration such as addiction, debts, or housing.

Programs

Programs include vocational training (in-house or by external providers), temporary work trial programs, self-employment support schemes, and wage cost subsidies to promote recruitment of the unemployed.

Migration and Mobility

The public employment service provides information on job offers abroad and advice on finding a job abroad. It also provides assistance to migrant returnees.

Unemplooyment Insurance Scheme No

Unemployment and Social Benefits

The public employment service does not manage unemployment or other social benefits.

Labor Market Information Services

Labor market statistics are collected at the national, regional, and local levels for the government and/or statistical institutions. The information is published on the Internet or as leaflets and brochures. The public employment service is involved in labor market research (beyond monitoring of the labor market development).

Guinea

Structural Indicators	2009	2012
Population (total)	10,593,248	11,451,273
GDP per capita (in U.S. dollars)	302.6	308.2
Total unemployment rate (%)	3.1	3.1
Female unemployment rate (%)	1.3	1.4
Unemployment rate, male youth (15-24) (%)	2.6	1.8
Unemployment rate, female youth (15-24) (%)	0.9	0.7

World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It is comprised of a central headquarters and regional and local organizational units for service delivery. A Management Board (including delegates from state, employee, and employee organizations) is involved in setting criteria for participation in labor market programs, relationships with other labor market actors, and budget decisions.

Duties/Portfolio

The assigned duties of the public employment service are job placement, the collection of labor market statistics, and active labor market policies.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are seven public employment service offices in total, including a headquarters, five regional offices, and one local office .

Staffing

Staff of 114, including 57 at headquarters, 42 at the regional level, and 15 at the local level.

Budget and Funding

In 2013, the total budget of the public employment service was US$1,060,250. The budget was partly funded by the state, contributions to social security, customer fees, donors, NGOs and the private sector.

Job Placement Services

Job Placement Services for Job Seekers

Placement officers use a computer-based data bank that lists registered job seekers and job offers. Profiling is applied and based on the counselor's assessment. Job seekers have access to job vacancies at public employment service offices or through placement officers.

Placement officers conduct personal job search interviews that cover labor market information. Applicant training is provided by external agencies. In the case of job seekers with special problems or needs, the public employment service may refer to specialized agencies.

Job Placement Services for Employers

Public employment service staff use computerized matching technology and preselect suitable candidates before sending them to employers. Job vacancies can be registered through multiple channels. Employers have access to an applicant data bank at public employment service offices and can either contact applicants directly or through the responsible placement officer. Group information by public employment service for suitable workers (commissioned by employers) is also available.

The public employment service differentiates employer clients into different service levels. Personalized support services for employers are provided by telephone or personal contact at the public employment service office or at the employer's site. Other services include targeted site visits to selected companies or branches, support in cases of company crisis, and the organization of job fairs.

Active Labor Market Programs

Target Groups

Target groups are women, disabled persons, immigrants, the long-term unemployed, ethnic minorities, and job seekers under 25.

Programs

Programs include general vocational guidance, training provided by external training organizations, trial work programs, and the support of business start-ups.

Migration and Mobility

The public employment service provides information on job offers abroad and advice on finding jobs in foreign countries. The agency also provides assistance to foreign workers residing in the country and to migrant returnees, as well as to foreign employers looking for workers.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

Not applicable

Labor Market Information Services

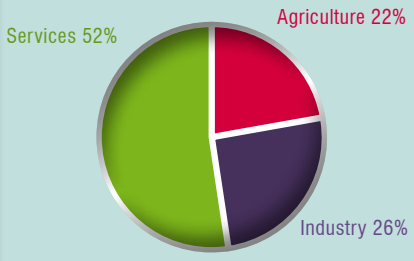
The public employment service collects labor market information at the national, regional, and local levels for the government and statistical institutions. Information is published online or in brochures and leaflets. The agency is a member of an employment observatory and is also involved in labor market research (beyond monitoring).

Guyana

Structural Indicators	2009	2012
Population (total)	781,055	795,369
GDP per capita (in U.S. dollars)	1,127.2	1,276.8
Total unemployment rate (%)	20.2	21.7
Female unemployment rate (%)	14.2	14.2
Unemployment rate, male youth (15-24) (%)	20.3	20.2
Unemployment rate, female youth (15-24) (%)	31.1	31.7

World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2002



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent with its own organizational line structure that include units for service delivery or for service delivery provided by other organizations. It has a central headquarters.

Duties/Portfolio

The tasks of the public employment service include active labor market policies, the collection of labor market information, and job brokerage.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

A central headquarters and three local branch offices.

Staffing

Staff of eight.

Budget and Funding

The annual budget in 2013 was US$95,164, completely funded by public sources. Half of the budget was spent on job placement, 40% on labor market information, and 10% on active labor market policies.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank that lists registered job vacancies and job seekers. Staff directly offer job vacancies to job seekers.

Placement staff conduct personal job search interviews, provide assistance on searching and finding a job, and carry out applicant training.

Job Placement Services for Employers

Placement officers preselect suitable candidates before proposing them to the employers. Job vacancies are registered at the public employment service offices, where employers have access to an applicant data bank including contact information. To contact applicants, employers can also go through responsible placement officer.

Personalized services for employers are provided by telephone or personal contact, either at the agency office or the employer's site. The public employment service also makes targeted site visits to selected companies or branches, and organizes job fairs.

Active Labor Market Programs

Target Groups

Target groups are the long-term unemployed, ethnic minorities, women, and persons with specific problems impeding labor market integration (addiction, ex-imprisonment, housing).

Programs

Mainly vocational training conducted by the public employment service or by external training organizations.

Migration and Mobility

The public employment service is not responsible for services in this field.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service manages social assistance allowances and related additional allowances.

Labor Market Information Services

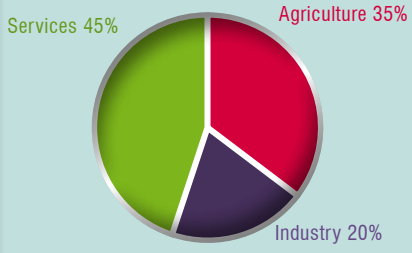
Labor market information is collected at the national, regional, and local levels for government and/or statistical institutions and published in brochures and leaflets. The public employment service is also involved in labor market research (beyond monitoring).

Honduras

Structural Indicators	2009	2012
Population (total)	7,469,844	7,935,846
GDP per capita (in U.S. dollars)	1,490.1	1,569.1
Total unemployment rate (%)	3.3	4.8
Female unemployment rate (%)	4.3	6.1
Unemployment rate, male youth (15-24) (%)	4.5	5.8
Unemployment rate, female youth (15-24) (%)	8.2	13.2

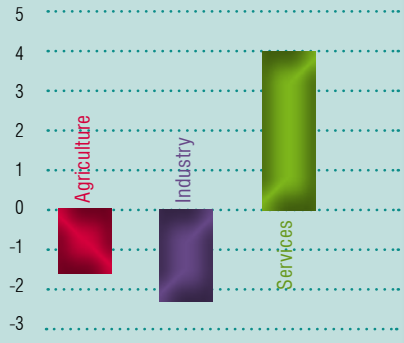
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2011



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2001 to 2011



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent. It has units for service delivery at the local level.

Duties/Portfolio

Legally assigned duties of the public employment service are job placement and active labor market policies, as well as other duties.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

A total of 21 offices, including 14 local offices and seven branch offices of the local units.

Staffing

A staff of 38 full-time or equivalent, including 13 at headquarters and 25 in the local offices. All handle front office tasks.

Budget and Funding

The budget in 2013 was US$277,060, and the funding sources were public. The entire budget was used to support job placement.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank that lists registered job seekers and job vacancies. Profiling is applied based on the counselor's assessment. Job seekers have access to registered job vacancies displayed at local offices or on the Internet. Job seekers can administer their individual profile themselves on the Internet data bank.

Placement staff in the local offices conduct personal job search interviews and provide assistance on searching and finding vacancies. Information is also available on the agency website. The public employment service also provides applicant trainings.

Job Placement Services for Employers

Registration of job vacancies is done by telephone, email, the Internet, or at the public employment service offices. Placement officers preselect candidates before sending them to employers. At public employment service sites and via the Internet, employers have access to an applicant data bank. They can contact suitable applicants directly or through the responsible public employment service officer.

Personalized services for recruitment are provided by telephone, email, on line, and through personal contact at the public employment service office or at the employer's site. The agency also organizes job fairs.

Active Labor Market Programs

Target Groups

Target groups are young job seekers under 25, women, and disabled persons.

Programs

Programs include vocational guidance for young people and adults, external training, programs to promote worker mobility and wage cost subsidies to promote recruitment of the unemployed.

Migration and Mobility

The public employment services provides information on job vacancies abroad and assistance to foreign employers who are looking for workers.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service does not manage unemployment or other social benefits.

Labor Market Information Services

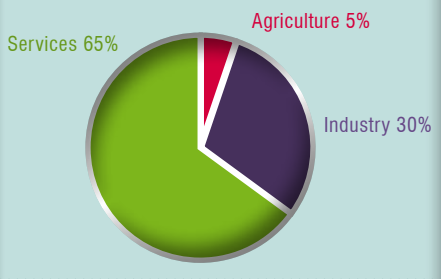
The public employment service does not provide any labor market information services or engage in labor market research or monitoring.

Hungary

Structural Indicators	2009	2012
Population (total)	10,022,650	9,920,362
GDP per capita (in U.S. dollars)	10,766.3	10,981.6
Total unemployment rate (%)	10.0	10.9
Female unemployment rate (%)	9.7	10.6
Unemployment rate, male youth (15-24) (%)	28.1	28.6
Unemployment rate, female youth (15-24) (%)	24.1	27.1

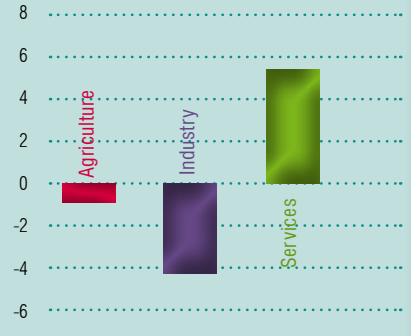
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It includes a central headquarter, regional level units, and local agencies under ministerial control.

Duties/Portfolio

Legally assigned duties of the public employment service are active labor market policies, job brokerage, labor market information collection, the administration of unemployment benefits, and measures on labor migration.

Regulations Registration of Job Seekers and Vacancies

Job seekers are required to register and employers are required to register job vacancies.

Offices

A total of 194 offices or agencies, including 20 offices at the regional level and 173 local agencies.

Staffing

Total staff of 4,333, including 317 headquarters staff, 1,165 staff at the regional level, and 2,851 staff at the local agencies.

Budget and Funding

The total budget of the public employment service in 2013 was funded almost entirely by public sources. The largest budget share was for active labor market policies.

Job Placement Services

Job Placement Services for Job Seekers

Placement officers use a computer-based data bank matching technology. Profiling is based on the placement officer's assessment, supported by technical analysis. Job seekers have access to job vacancies at the public employment service offices and through the Internet. They can register on an online platform and administer their profiles themselves.

Personal job search interviews conducted by placement officers are standard practice, and include devising individual action plans to define job search activities and targets. Information on the job search process is also available via the Internet. Applicant training is provided by the public employment service or external training agencies. For persons with particular problems or needs, the public employment service may refer to specialized agencies.

Job Placement Services for Employers

Placement officers preselect suitable candidates before proposing them to employers, based on computerized matching technology. Job vacancies are registered through various channels, and employers have access to an applicant data bank on the Internet. To contact candidates, employers go through the responsible placement officer. Group information for potential employees is also available.

Employer clients are grouped into different service levels. Various channels ensure personal contact between the public employment service and employers to support matching or recruitment processes. The public employment service also conducts targeted site visits to selected companies or branches, helps organize job fairs, and provides information or advice for companies in crisis.

Active Labor Market Programs

Target Groups

Target groups are young and older job seekers, single parents, women, disabled persons, immigrants, the long-term unemployed, ethnic minorities, and persons with special problems impeding labor market integration.

Programs

Programs include initiatives promote worker mobility, vocational training (provided by external agencies), employment maintenance, job creation measures, wage cost subsidies, and support for self-employment schemes.

Migration and Mobility

The agency promote job offers from abroad and information or advice on how to find a job abroad. Services are also provided for migrants already residing in the country and for foreign employers who are looking for workers.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is responsible for job seekers' basic allowances and social assistance allowances.

Labor Market Information Services

Labor market information is collected at the national, regional, and local levels for the government and/or statistical institutions. Statistics and information are published online or in brochures and leaflets. The public employment service is a member of an employment observatory and is also involved in labor market research (beyond monitoring).

Ivory Coast

Structural Indicators	2009	2012
Population (total)	18,601,342	19,839,750
GDP per capita (in U.S. dollars)	954.4	955.6
Total unemployment rate (%)	4.0	4.0
Female unemployment rate (%)	3.7	3.6
Unemployment rate, male youth (15-24) (%)	6.1	6.3
Unemployment rate, female youth (15-24) (%)	5.1	5.3

World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It includes a central headquarters and organizational units at the regional level. A tripartite Management Board (including delegates from state, employer, and employee organizations) is involved in designing policies and programs, performance management, and in developing and maintaining relationships with local labor market actors.

Duties/Portfolio

Legally assigned duties of the public employment service are the collection of labor market information, job placement, active labor market policies, and the administration of unemployment benefits for workers made redundant for economic reasons.

Regulations Registration of Job Seekers and Vacancies

Job seekers are legally required to register and employers are required to register job vacancies.

Offices

There are 13 offices, of which 12 are at the regional level.

Staffing

Staff of 260, including 100 at headquarters and 160 in the regional offices. About 60% of the staff handles front office tasks.

Budget and Funding

The annual budget in 2013 was €7 million, funded by public sources and donors. Job placement, active labor market policies, and labor market information received 30% each of the total budget, while 10% went to unemployment benefits.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based matching technology, i.e., a data bank that lists registered job vacancies and job seekers. Profiling is based on the placement officer's assessment supported by technical analysis. Job seekers have access to job offers displayed in the offices or via the Internet. On the Internet data bank, job seekers can register and administer their individual profiles themselves.

Personal job search interviews are standard practice. Information and advice on the job search process is also available on the Internet. Applicant training is provided by the public employment service. For persons with particular problems or needs, the agency may refer to specialized organizations.

Job Placement Services for Employers

Placement staff preselect suitable candidates before proposing them to the employers. Employers may register job vacancies by telephone, postal mail, email, or at the regional offices. Employers have access to an applicant data bank via the Internet.

Personalized services for recruitment are provided by telephone, email/online, and through personal contact either at the public employment service office or at the employer's site. The agency's activities include targeted site visits to selected companies or branches and the organization of job fairs.

Active Labor Market Programs

Target Groups

Target groups are the long-term unemployed, immigrants, disabled persons, younger and older job seekers, and women.

Programs

Programs include vocational training (provided by the public employment service or external training organizations), support of business start-ups, and wage cost subsidies to promote recruitment of the unemployed.

Migration and Mobility

The public employment service offers assistance to foreign workers already residing in the country, migrant returnees, and foreign employers who are looking for workers.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

Unemployment benefits (for workers made redundant for economic reasons) and basic income support for job seekers are managed by the public employment service.

Labor Market Information Services

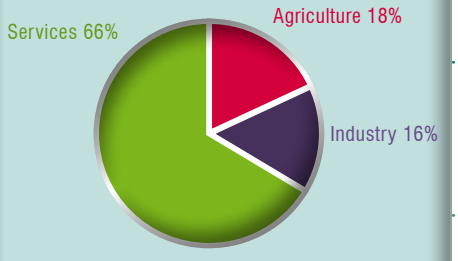
Labor market information is collected at the local, regional, and national levels for the government and/or statistical institutions. It is published online or in brochures. The public employment service is a member of an employment observatory and is also involved in labor market research (beyond monitoring).

Jamaica

Structural Indicators	2009	2012
Population (total)	2,681,386	2,707,805
GDP per capita (in U.S. dollars)	N.A.	4,189.7 (2005)
Total unemployment rate (%)	11.4	13.7
Female unemployment rate (%)	14.8	17.6
Unemployment rate, male youth (15-24) (%)	22.1	26.5
Unemployment rate, female youth (15-24) (%)	32.6	41.6

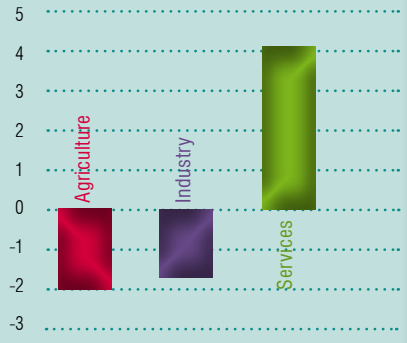
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent. It has local units for service delivery.

Duties/Portfolio

Legally assigned duties of the public employment service are job placement, active labor market policies, labor market information, labor migration, and the administration of social benefits.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are 14 offices with one local agency.

Staffing

Staff of 21, including 13 at headquarters and eight at the local agency.

Budget and Funding

In 2013, the annual budget was US$362,082, funded by public sources and donors.

Job Placement Services

Job Placement Services for Job Seekers

Placement officers use a computer-based data bank that lists registered job offers and job seekers. Job seekers have self-service access to job vacancies at the public employment service office or via the Internet, where they can register on a data bank and administer their profiles themselves.

Personal job search interviews with placement officers are standard practice. Information on the job search process and job offers can also be found on the Internet. Vocational training is provided either by the public employment service or by external agencies. For persons with particular problems or needs, the public employment service may refer to specialized agencies.

Job Placement Services for Employers

For the registration of job vacancies, the public employment service uses various channels. Public employment service officers use a computer-based data bank/matching technology. They preselect suitable candidates before proposing them to employers. Employers have access to an applicant data bank at the public employment service offices or via the Internet. Group information about specific vacancies is also available.

Employer clients are grouped into different service categories. Personalized services for recruitment are provided by telephone, email, and online, and through personal contact at the public employment service offices or at the employer's site. Targeted site visits are also used to develop specific service packages.

Active Labor Market Programs

Target Groups

No information available

Programs

Programs include vocational guidance for young people and adults, placement into temporary work trial programs, and the promotion of worker mobility.

Migration and Mobility

Services include providing information about job offers from abroad, giving advice on finding a job abroad, and supporting foreign employers who are looking for workers.

Unemployment Insurance Scheme

There is no unemployment benefit scheme , but the public employment service is responsible for other social benefits.

Unemployment and Social Benefits

No information available

Labor Market Information Services

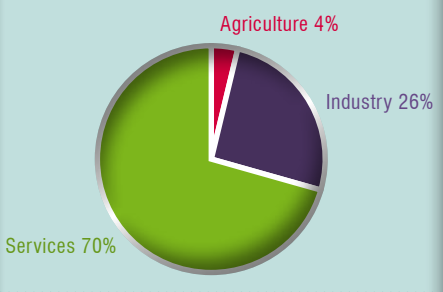
Labor market information is collected at the national, regional, and local levels for the government and/or statistical institutions. Information and statistics are published online or in leaflets. The public employment service is a member of an employment observatory and is also involved in labor market research (beyond monitoring).

Japan

Structural Indicators	2009	2012
Population (total)	127,557,958	127,561,489
GDP per capita (in U.S. dollars)	34,822.1	36,800.9
Total unemployment rate (%)	5.0	4.3
Female unemployment rate (%)	4.7	4.0
Unemployment rate, male youth (15-24) (%)	10.0	8.6
Unemployment rate, female youth (15-24) (%)	7.9	7.0

World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2010



World Development Indicators database.
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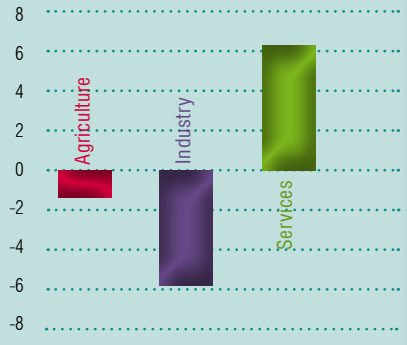
Employment growth by economic sector, from 2000 to 2010



World Development Indicators database.
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Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It includes regional and local organizational units and local public agencies under ministerial control.

Duties/Portfolio

The assigned duties of the public employment service are job placement, active labor market policies, labor market statistics, and the administration of unemployment and other social benefits.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

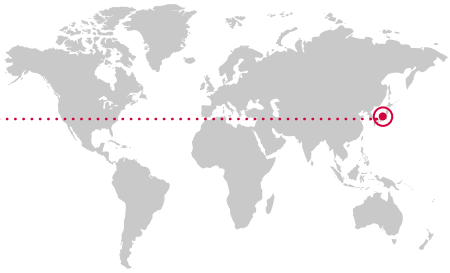
There are 550 offices, of which 47 are located at the regional level and 500 at the local level.

Staffing

The number of staff was not available.

Budget and Funding

The budget of the public employment service is funded by public sources.



Job Placement Services

Job Placement Services for Job Seekers

The matching technology is based on a computerized data bank with the job vacancies and job seekers. Vacancies may be directly offered by public employment service staff, but job seekers also have self-service access to job offers displayed in the local offices and on the Internet.

Personal job search interviews with placement officers are standard practice, providing job seekers with a range of information and advice about the job search process. Call center services are also available for job seekers. Applicant training is provided by external agencies.

Job Placement Services for Employers

Public employment service officers preselect suitable candidates before presenting them to employers. Employers have self-service access to applicant data at the public employment service offices and can contact applicants either directly or through placement officers.

Personalized services to find suitable candidates for vacancies are provided by telephone and through personal contact either at the public employment service office or at the employer's site. The agency also supports cases of companies in crisis and organizes job fairs.

Active Labor Market Programs

Target Groups

Target groups are job seekers under 25 and over 50 and women.

Programs

Programs include job creation and job maintenance measures, vocational training provided by external training organizations, work testing/placement into temporary work trial programs, and the promotion of worker mobility.

Migration and Mobility

The public employment service gives job search assistance to foreign workers who are already residing in the country.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is responsible for managing unemployment benefits.

Labor Market Information Services

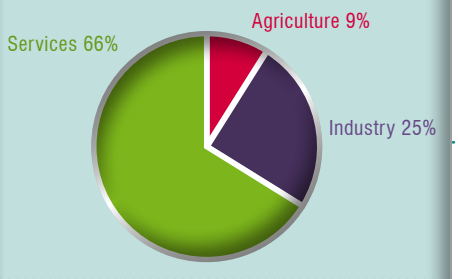
Labor market information is collected at the national, regional, and local levels. Information is published online or in leaflets and brochures. The public employment service is a member of an employment observatory and is also involved in labor market research (beyond monitoring).

Lithuania

Structural Indicators	2009	2012
Population (total)	3,162,916	2,987,773
GDP per capita (in U.S. dollars)	8,573.0	10,108.8
Total unemployment rate (%)	13.7	13.2
Female unemployment rate (%)	10.4	11.5
Unemployment rate, male youth (15-24) (%)	35.1	29.7
Unemployment rate, female youth (15-24) (%)	21.5	21.7

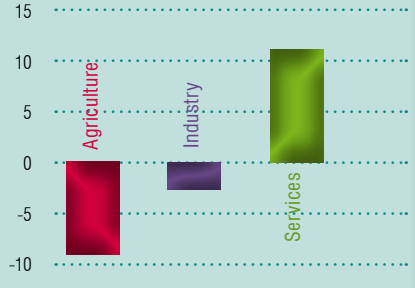
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It is comprised of a central headquarters and local organizational units for service delivery.

Duties/Portfolio

Legally assigned duties of the public employment service are job placement, labor market information, active labor market policies, and assistance for labor migration.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register, but employers are required to register job vacancies.

Offices

There are 104 offices, of which 10 are local full service units and 93 are branch offices of the local agencies.

Staffing

Staff of 1,441, including 95 at headquarters and 1,346 at the local level. Almost 80% of total staff handle front office tasks.

Budget and Funding

In 2013, the total annual budget was €85,076,644.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank that lists registered job seekers and job vacancies. Profiling is applied based on the counselor's assessment. Job seekers have self-service access to vacancies at the local offices or through an Internet data bank. On this Internet platform, job seekers can register and administer their individual profiles themselves.

Personal job search interviews with placement officers are standard practice and include devising an individual action plan to define job search activities and targets. Practical information on the job search process can also be found online and a call center is available for clients. Applicant training by the public employment service is also a standard service.

Job Placement Services for Employers

Public employment service officers preselect suitable candidates before proposing them to employers, based on computerized matching technology. Employers register job vacancies through various channels. They have access to an applicant data bank online or at the public employment service offices. To contact applicants, employers must go through a public employment service officer. Group information for potential employees is also available.

Personalized services for employers are provided by telephone, via the Internet, and at the public employment service offices or at the employer's site. The agency also organizes job fairs and makes targeted site visits to selected companies (e.g., to develop specific service packages). Support and advice to companies in crisis are also provided.

Active Labor Market Programs

Target Groups

Target groups are younger and older job seekers, women, disabled persons, immigrants, the long-term unemployed, ethnic minorities, and persons with specific problems impeding labor market integration.

Programs

Programs include initiatives to promote worker mobility, self-employment schemes, wage cost subsidies, job creation measures, employment maintenance measures, and vocational training (provided by external organizations).

Migration and Mobility

The public employment service provides information on job offers from abroad and gives advice on finding jobs abroad. Services also support foreign employers looking for migrant workers.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service does not manage unemployment or other social benefits.

Labor Market Information Services

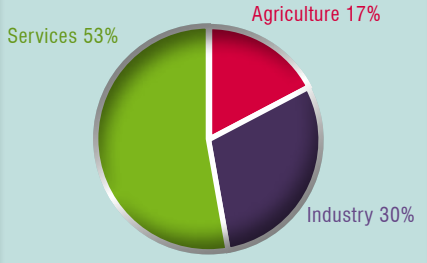
The public employment service collects information at the national, regional, and local levels for the government and/or statistical institutions. Information is published online or in leaflets and brochures.

Macedonia

Structural Indicators	2009	2012
Population (total)	2,100,558	2,105,575
GDP per capita (in U.S. dollars)	3,303.6	3,472.3
Total unemployment rate (%)	32.2	31.0
Female unemployment rate (%)	32.8	30.3
Unemployment rate, male youth (15-24) (%)	52.8	55.2
Unemployment rate, female youth (15-24) (%)	59.5	51.7

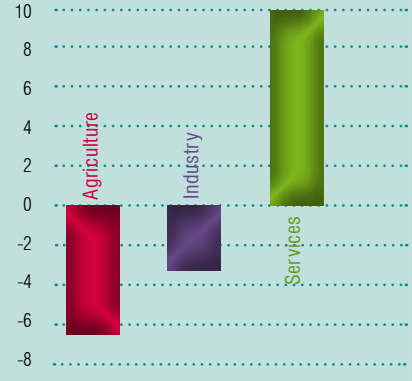
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It has a central headquarters and local organizational units. A tripartite Management Board (including delegates from the state, employer, and employee organizations) is involved in designing policies and programs and in decision-making about budget allocations and budget shifts.

Duties/Portfolio

Legally assigned duties of the public employment service are job placement, labor market information, active labor market policies, labor migration, and the administration of unemployment and other social benefits.

Regulations Registration of Job Seekers and Vacancies

Job seekers are required to register and employers are required to register job vacancies.

Offices

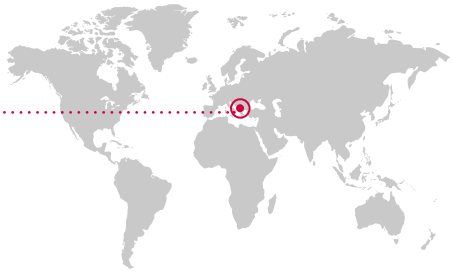
There are 30 local offices, supported by 15 branch offices.

Staffing

A staff of 492, including 51 at headquarters and 441 at the local offices; 63% of staff handle front office tasks.

Budget and Funding

The total budget in 2013 was €42,551,756, funded by public sources and contributions to unemployment insurance and social security.



Job Placement Services

Job Placement Services for Job Seekers

Placement officers use a computer-based data bank/matching technology that enables them to make direct job offers to job seekers. Profiling is based on the placement officers' assessment, supported by technical analysis. Job seekers have self-service access to job vacancies at the public employment service offices and via the Internet. They can register and administer their profiles themselves on the online platform.

Job seekers can obtain information and practical advice on the job search process through a call center service or via the Internet . In personal job search interviews at the local offices, individual action plans are developed and placement officers give advice to job seekers. Applicant training is provided by the public employment service itself or by external agencies. Cases requiring special services are referred to specialized organizations.

Job Placement Services for Employers

Placement officers use a computerized matching technology and preselect suitable candidates before sending them to employers. Job vacancies are registered through various channels. Employers have access to applicant data at the public employment service or through an online data bank. They can contact applicants directly or through a public employment service officer. Group information for potential applicants (commissioned by the employer) is also available.

The public employment service separates employer clients into service categories. Personalized services for employers are provided through various channels. The public employment service also offers targeted site visits, organizes job fairs, and provides support in cases of companies in crisis.

Active Labor Market Programs

Target Groups

Target groups are single parents, disabled persons, persons with specific problems impeding labor market integration, ethnic minorities, the long-term unemployed, women, and younger and older job seekers.

Programs

Programs include vocational training (provided by the public employment service or external providers), placement into temporary work trial programs, self-employment schemes, wage cost subsidies, job creation and employment maintenance measures, and the promotion of worker mobility.

Migration and Mobility

Services include assisting foreign workers already residing in the country and providing information and advice on finding jobs abroad.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is responsible for management of unemployment benefits.

Labor Market Information Services

The public employment service collects information and data on the labor market at the national, regional, and local levels for the government and/or statistical institutions. Labor market information is published online or in leaflets and brochures. The public employment service is also involved in labor market research (beyond monitoring) and is a member of an employment observatory.

Mauritania

Structural Indicators	2009	2012
Population (total)	3,516,077	3,796,141
GDP per capita (in U.S. dollars)	767.3	824.9
Total unemployment rate (%)	31.1	31.0
Female unemployment rate (%)	28.2	28.1
Unemployment rate, male youth (15-24) (%)	44.6	44.6
Unemployment rate, female youth (15-24) (%)	39.8	38.8

World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It has a bipartite Management Board that includes social partners. The board is involved in budget allocation and budget shifts.

Duties/Portfolio

Duties of the public employment service are job placement, active labor market policies, labor market information, and labor migration. Labor market information and active labor market policies are legal obligations.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There is one public employment service office.

Staffing

Staff of 90.

Budget and Funding

In 2013, the total annual budget was €1.95 million. Most of the budget was spent on active labor market policies funded by public sources.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based matching technology, i.e., a data bank that lists registered job vacancies and job seekers. Direct job offers through public employment service officers are standard practice. Profiling is applied based on the counselor's assessments supported by technical analysis. Job offers are also displayed for self-service at the public employment service office.

Public employment service staff conduct personal job search interviews that include information and assistance on the job search and application processes.

Job Placement Services for Employers

Public employment service staff preselect suitable candidates before proposing them to the employer. Job vacancies are registered by postal mail, and employers have access to the applicants' contact information and can contact them directly.

A call center and personal contact at the public employment service offices or the employer's site ensure personal and direct support services for recruitment on behalf of employer clients.

Active Labor Market Programs

Target Groups

Target groups include younger and older job seekers, the long-term unemployed, disabled persons, and women.

Programs

Programs include placement into temporary work trial programs, wage cost subsidies to promote recruitment of the unemployed, support of business start-ups, and vocational training measures (provided by the public employment service itself or by external agencies).

Migration and Mobility

The public employment service assists foreign companies looking for workers, migrant returnees, and migrants who are already residing in the country. The agency also provides information on direct job offers from abroad as well as information and advice for finding jobs abroad.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service does not manage unemployment or other social benefits.

Labor Market Information Services

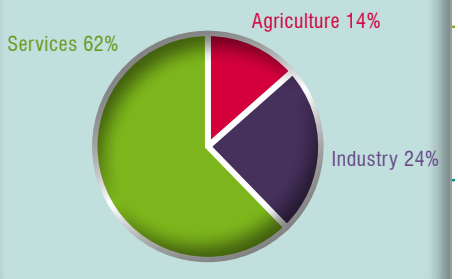
The public employment service collects labor market information at the national and regional levels for the government and/or statistical institutions. Information is published in brochures and leaflets. The public employment service is a member of an employment observatory and is also involved in labor market research (beyond monitoring).

Mexico

Structural Indicators	2009	2012
Population (total)	116,422,752	120,847,477
GDP per capita (in U.S. dollars)	7,788.3	8,532.3
Total unemployment rate (%)	5.2	4.9
Female unemployment rate (%)	4.8	4.9
Unemployment rate, male youth (15-24) (%)	9.7	9.2
Unemployment rate, female youth (15-24) (%)	10.6	10.0

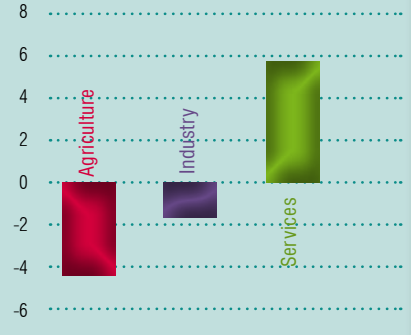
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2011



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2001 to 2011



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency responsible to the Ministry of Labor or its equivalent. The central headquarters coordinates a network of public, private, and non-profit organizations for service delivery.

Duties/Portfolio

The only legal requirement of the public employment service is job placement. However, the agency is responsible for active labor market policies, labor market information, and labor migration measures.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

168 of the total 169 offices are branch offices that provide service delivery.

Staffing

A staff of 3,632. About 80% of staff handle front office tasks.

Budget and Funding

The annual budget in 2013 was US$15,791,857, funded by public sources.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based matching technology, i.e., a data bank that lists registered job vacancies and job seekers. This enables placement officers to directly offer vacancies to job seekers. Profiling is applied and based on the counselor's assessment, supported by technical analysis. Job seekers have self-service access to job vacancies at the public employment service offices or via the Internet. They can register at an online data bank and administer their individual profiles themselves.

Personal job search interviews with placement officers are standard practice, providing job seekers with a range of information and advice about the job search process. A call center and information via the Internet are also available. Applicant training is provided by the public employment service or by external agencies. For persons with particular problems or needs, the public employment service may make referrals to specialized organizations.

Job Placement Services for Employers

Job vacancies are registered through various channels. Placement officers use a computerized matching technology and preselect suitable candidates before sending them to an employer. Employers have access to an applicant data bank at the public employment service offices and online. They can either contact the candidates directly or through a public employment service officer. Group information (commissioned by the employer) is also available.

Employer clients are grouped into different service categories. Public employment service officers provide personalized service through various channels. The agency organizes job fairs, makes targeted site visits, and supports companies in cases of crisis.

Active Labor Market Programs

Target Groups

Target groups are younger and older job seekers, women, single parents, disabled persons, immigrants, and ethnic minorities.

Programs

Programs include vocational training (provided by external agencies), general vocational guidance, work testing measures, support schemes for business start-ups, employment maintenance measures, and the promotion of worker mobility.

Migration and Mobility

Services include providing information on job offers from abroad, giving advice on finding jobs abroad, and assisting foreign companies, foreign workers, and migrant returnees.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is not responsible for administration and management of unemployment or other social benefits.

Labor Market Information Services

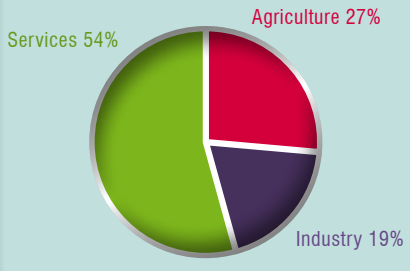
Labor market information is collected at the national and regional levels. Information is published online or in leaflets and brochures. The public employment service is a member of an unemployment observatory and also participates in labor market research (beyond monitoring).

Moldova

Structural Indicators	2009	2012
Population (total)	3,565,604	3,559,519
GDP per capita (in U.S. dollars)	917.0	1,043.2
Total unemployment rate (%)	6.4	5.6
Female unemployment rate (%)	4.9	4.3
Unemployment rate, male youth (15-24) (%)	15.7	12.9
Unemployment rate, female youth (15-24) (%)	14.8	13.5

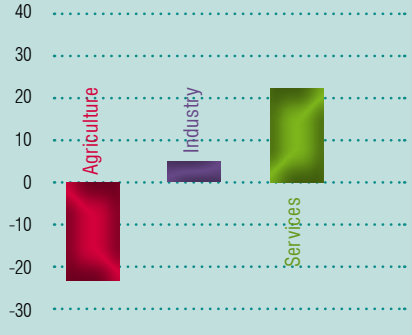
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It has a central headquarters and local organizational units for service delivery. A tripartite Management Board (including delegates from state, employer, and employee organizations) is involved in designing policies and programs, budget allocation and budget shifts, performance management, purchase of services by third parties, relationships with labor market actors, and setting criteria for participation in labor market programs.

Duties/Portfolio

Legally assigned duties of the public employment service are job placement, active labor market policies, labor market information, labor migration policies, and the administration and management of unemployment and other social benefits.

Regulations Registration of Job Seekers and Vacancies

There is no legal requirement for job seekers to register, but employers are required to register job vacancies.

Offices

There are 35 local offices plus a head office.

Staffing

A staff of 334, including 46 at headquarters and 288 in the local offices.

Budget and Funding

In 2013, the annual budget was €3,151,444, funded by public sources.

Job Placement Services

Job Placement Services for Job Seekers

Placement officers use a computer-based matching technology, i.e., a data bank that lists registered job vacancies and job seekers. Direct job offers by placement staff are standard practice. Profiling is applied, based on the counselor's assessment. Job seekers have self-service access to job vacancies at the public employment service offices or via an Internet platform, where they can register and process their individual profiles themselves.

Personal job search interviews with placement officers are standard practice and provide job seekers with a range of information and advice about the job search process. Call center services are also available. Applicant training sessions are provided either by the public employment service itself or external training agencies.

Job Placement Services for Employers

Job vacancies are registered through multiple channels. Based on computerized matching technology, public employment service staff preselect suitable candidates before proposing them to employers. Employers have access to an applicant data bank at the public employment service office or online. Group information is also available.

Personalized services for recruitment are available by telephone, email, online, and personal contact. The public employment service organizes job fairs, makes targeted site visits (e.g., to develop specific service packages), and supports companies in crisis.

Active Labor Market Programs

Target Groups

Target groups are young and older job seekers, single parents, women, disabled persons, immigrants, persons with specific problems impeding labor market integration, the long-term unemployed, and ethnic minorities.

Programs

Programs include vocational guidance for young people and adults, and vocational training (in-house or external provision)

Migration and Mobility

Assistance includes providing information on job offers from abroad and giving advice on finding jobs abroad. Assistance is also provided to foreign job seekers and migrant returnees, as well as foreign employers.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service manages unemployment benefits and job seekers allowances.

Labor Market Information Services

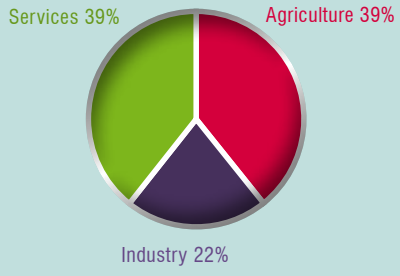
The public employment service collects labor market information at the national and local levels for the government and/or statistical institutions. Information is published online or in leaflets and brochures. The public employment service is involved in labor market research (beyond monitoring).

Morocco

Structural Indicators	2009	2012
Population (total)	31,276,564	32,521,143
GDP per capita (in U.S. dollars)	2,293.3	2,462.2
Total unemployment rate (%)	9.0	9.1
Female unemployment rate (%)	9.5	10.0
Unemployment rate, male youth (15-24) (%)	18.7	18.3
Unemployment rate, female youth (15-24) (%)	16.3	19.1

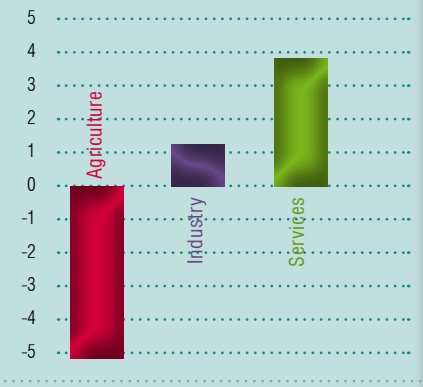
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It is comprised of a headquarters and regional and local units for service delivery. A tripartite Management Board (including delegates from state, employer, and employee organizations) is involved in designing policies and programs, budget allocations and budget shifts, performance management, and setting criteria for participation in labor market programs.

Duties/Portfolio

Legally assigned duties are job placement, labor migration, and labor market information. Active labor market policies are also provided by the public employment service, but this is not a legal requirement.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are 10 offices at the regional level and 77 local offices.

Staffing

Total staff of 600, including 100 at headquarters, 50 at the regional level, and 450 at the local level; 80% of the staff handles front office tasks.

Budget and Funding

The budget in 2013 was €60 million, completely funded by public sources; 67% of the total was spent on active labor market policies.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based matching technology, i.e., a data bank that lists registered job vacancies and job seekers, enabling placement staff to make direct offers of vacancies to job seekers. Profiling is applied and based on the counselor's assessment, supported by technical and statistical analysis. Job seekers have self-service access to job vacancies at the public employment service offices or via the Internet. Job seekers can register on an online data bank and administer their individual profiles themselves.

Placement officers conduct personal job search interviews that include devising individual reintegration plans. Call center services and information via the Internet are available to job seekers. Applicant training provided by the public employment service or by external.

Job Placement Services for Employers

Job vacancies are registered through various channels. Placement officers preselect suitable candidates before proposing them to employers, based on computerized matching technology. To contact a candidate the employer must go through the responsible placement officer. Group information for potential employees is also available.

Employer clients are grouped into different service categories. Personalized services for employers are provided by email, online, telephone, or in personal meetings at public employment service sites or elsewhere. The agency organizes job fairs and makes targeted site visits to selected branches or companies.

Active Labor Market Programs

Target Groups

Target groups are younger job seekers, disabled persons, immigrants, and the long-term unemployed.

Programs

Programs include general vocational guidance for young people and adults (by the public employment service itself), vocational training (provided by external organizations), self-employment support schemes, and wage cost subsidies to promote recruitment of the unemployed.

Migration and Mobility

The public employment service provides information on job offers from abroad and gives advice on finding a job abroad, targeting foreign workers and migrant returnees. Assistance is also provided to foreign employers looking for workers.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service does not manage unemployment benefits or other social allowances.

Labor Market Information Services

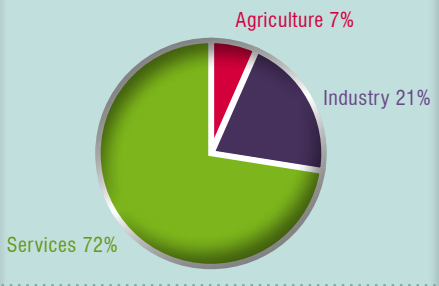
The public employment service collects labor market information at the national, regional, and local levels for the government and/or statistical institutions. Information is published online or in leaflets and brochures. The public employment service is a member of an employment observatory and is also involved in labor market research (beyond monitoring of labor market developments).

New Zealand

Structural Indicators	2009	2012
Population (total)	4,315,800	4,433,000
GDP per capita (in U.S. dollars)	27,894.1	28,678.6
Total unemployment rate (%)	6.1	6.9
Female unemployment rate (%)	6.1	7.3
Unemployment rate, male youth (15-24) (%)	15.8	17.3
Unemployment rate, female youth (15-24) (%)	17.0	18.1

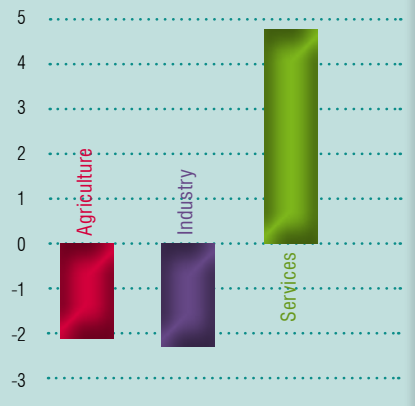
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2009



Source: World Development Indicators database.

Employment growth by economic sector, from 2000 to 2009



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. The organizational structure includes a central headquarters and regional units for service delivery.

Duties/Portfolio

Legally assigned duties of the public employment service are active labor market policies and the administration of unemployment and other social benefits. Additional tasks are job placement and labor market information. .

Regulations Registration of Job Seekers and Vacancies

No information was available about requirements to register job seekers or for employers to register job vacancies.

Offices

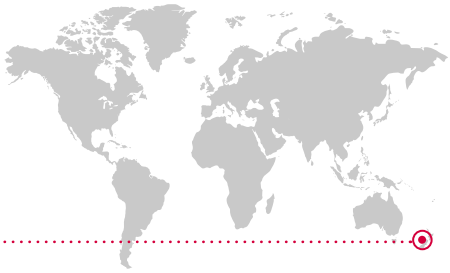
There are 155 offices, of which 11 are regional offices and 143 are branch offices and subunits.

Staffing

The number of staff was not available.

Budget and Funding

The budget of the public employment service is funded by public sources.



Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based matching technology, i.e., a data bank that lists registered job vacancies and job seekers. Direct job offers through public employment service officers are standard practice. Profiling is applied based on the counselor's assessments supported by technical analysis. Vacancies are displayed for self-service at the public employment service office and on an online platform. On this platform, job seekers can register and administer their own profiles themselves.

Placement officers conduct personal job search interviews that cover labor market information. Practical hints and information can also be found online. Applicant training is provided in-house or by external agencies.

Job Placement Services for Employers

Job vacancies are registered through various channels. Public employment service officers preselect suitable candidates before proposing them to the employers, based on computerized matching technology. Through the agency's data bank, employers can contact applicants directly.

Personalized services to find suitable candidates are provided by the public employment service through different channels. The agency organizes job fairs and makes targeted site visits (e.g., to stimulate specific demand and develop service packages).

Active Labor Market Programs

Target Groups

Target groups are younger and older job seekers, single parents, women, disabled persons, persons with specific problems impeding labor market integration, the long-term unemployed, and ethnic minorities.

Programs

Programs include vocational training (provided by external agencies), self-employment support schemes, and wage cost subsidies to promote recruitment of the unemployed.

Migration and Mobility

No information available.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service administers and manages unemployment benefits, job seekers' basic allowances, social assistance allowances, and other related allowances.

Labor Market Information Services

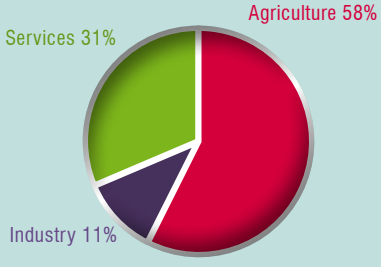
No information available.

Niger

Structural Indicators	2009	2012
Population (total)	15,302,948	17,157,042
GDP per capita (in U.S. dollars)	264.2	289.6
Total unemployment rate (%)	5.0	5.1
Female unemployment rate (%)	4.5	4.5
Unemployment rate, male youth (15-24) (%)	7.3	7.2
Unemployment rate, female youth (15-24) (%)	5.9	5.7

World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2005



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It has a central headquarters and regional units for service delivery. A tripartite Management Board (including delegates from state, employer, and employee organizations) is involved in budget decisions.

Duties/Portfolio

The legally assigned duties of the public employment service are job placement and labor market information. In addition, the agency is responsible for active labor market policies.

Regulations Registration of Job Seekers and Vacancies

Job seekers are legally required to register and employers are required to register job vacancies.

Offices

There are four public employment service offices, of which three are located at the regional level.

Staffing

Total staff of 48, including nine at the regional offices and 39 at headquarters.

Budget and Funding

The budget of the public employment service is funded by public sources, the private sector, and other sources.

Job Placement Services

Job Placement Services for Job Seekers

Job offers are displayed for self-service at the offices, but direct job offers through placement officers are also standard practice. For matching processes, the placement staff uses a computer-based data bank that lists registered job seekers and job vacancies.

Personal job search interviews are conducted by placement officers. Applicant training is provided by the agency itself.

Job Placement Services for Employers

Job vacancies are registered by telephone, postal mail, and at the public employment service offices. Placement staff preselect suitable candidates before proposing them to the employers. Employers also have access to an applicant data bank. To contact an applicant employers must go through the responsible public employment service officer.

Personalized services for recruitment are provided by telephone and through personal contact at the public employment service office or the employer's site. The agency also organizes job fairs.

Active Labor Market Programs

Target Groups

Target groups include younger job seekers, disabled persons, and the long-term unemployed.

Programs

Programs include vocational training for young people and adults that is conducted by the public employment service and external agencies. Self-employment support schemes are also used.

Migration and Mobility

The public employment service gives advice and assistance to foreign workers who already reside in the country.

Unemployment Insurance Scheme

No information available

Unemployment and Social Benefits

The public employment service does not manage unemployment or other social benefits.

Labor Market Information Services

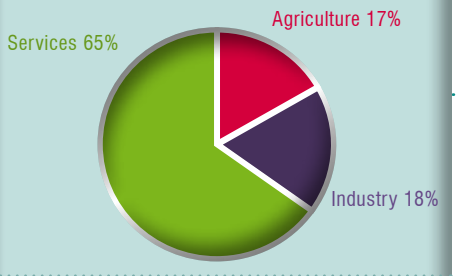
The public employment service collects labor market information at the national level for the government and statistical institutions. Information is generally published in leaflets and brochures. The agency is a member of an employment observatory.

Panama

Structural Indicators	2009	2012
Population (total)	3,615,846	3,802,281
GDP per capita (in U.S. dollars)	5,905.6	7,259.7
Total unemployment rate (%)	6.6	4.5
Female unemployment rate (%)	9.0	5.0
Unemployment rate, male youth (15-24) (%)	12.0	8.5
Unemployment rate, female youth (15-24) (%)	21.9	13.0

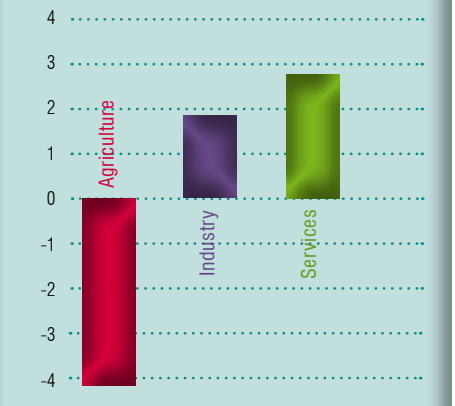
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent with units for service delivery at the regional level.

Duties/Portfolio

The legally assigned duties of the public employment service are job brokerage, labor market information, and labor migration.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are 17 offices, and 11 of them are regional offices. In addition, there are 17 local subunits.

Staffing

Total staff of 120, half of them at headquarters and the other half in the regional offices. One-third of total staff handle front office tasks.

Budget and Funding

The budget of the public employment service is funded by public sources.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based matching technology, i.e., a data bank that lists registered job vacancies and job seekers. This enables staff to directly offer vacancies to job seekers. Profiling is applied and based on the counselor's assessment, supported by technical analysis. Job seekers have self-service access to job vacancies at the public employment service offices.

Placement officers conduct personal interviews to support the job search and matching. Practical information on the job search process can also be found on the Internet. Applicant training is provided in-house or by external agencies. The public employment service may refer persons with particular problems or needs to specialized organizations.

Job Placement Services for Employers

Public employment service officers preselect suitable candidates before presenting them to employers. Job vacancies are registered through multiple channels. To contact an applicant employers must go through the responsible public employment service officer.

The public employment service provides personalized service for recruitment processes by telephone, email, online, or through personal contact at the public employment service offices or the employer's site. The agency also organizes job fairs.

Active Labor Market Programs

Target Groups

Target groups are young job seekers under 25 years old and disabled persons.

Programs

Programs include vocational training provided by the public employment service itself, placement into temporary work trial programs, and support for business start-ups.

Migration and Mobility

Assistance is provided to foreign workers who already reside in Panama.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service does not manage unemployment benefits or other social allowances.

Labor Market Information Services

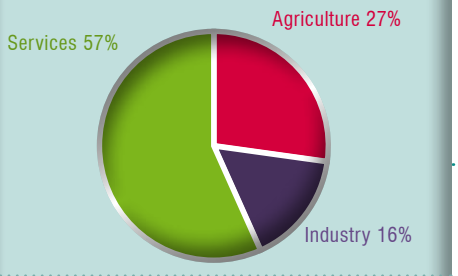
The public employment service collects labor market information at the national, regional, and local levels for the government and statistical institutions. Information is published online or in brochures and leaflets. The agency is a member of an employment observatory and is also involved in labor market research (beyond monitoring).

Paraguay

Structural Indicators	2009	2012
Population (total)	6,347,383	6,687,361
GDP per capita (in U.S. dollars)	1,553.0	1,717.9
Total unemployment rate (%)	6.5	6.3
Female unemployment rate (%)	8.2	6.0
Unemployment rate, male youth (15-24) (%)	10.2	8.8
Unemployment rate, female youth (15-24) (%)	17.0	14.2

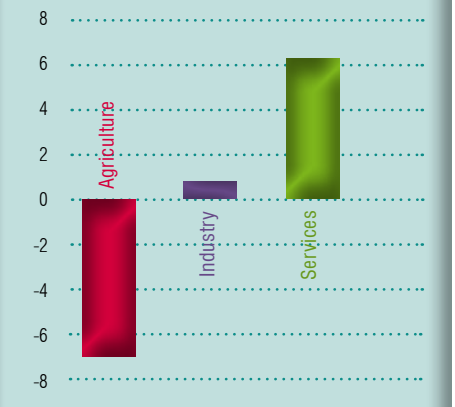
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent. It includes a central headquarter, regional and local organizational units, and local public agencies under ministerial control.

Duties/Portfolio

Legally assigned duties of the public employment service are labor market information, job brokerage, and active labor market policies.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are seven offices, two of them at the regional level and five at the local level.

Staffing

Total staff of 40, including 23 at headquarters, seven at the regional offices, and 10 at the local offices. About 67% of the staff handle front office tasks.

Budget and Funding

In 2013, the annual budget was US$2 million, funded by public sources, donors and NGOs. The largest expenditure in 2013 was job placement.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff offer job vacancies directly to job seekers using a computer-based data bank that lists registered job seekers and job offers. Profiling is applied based on the counselor's assessment using given standards.

Placement officers conduct personal job search interviews that include devising individual reintegration agreements and individual action plans. Applicant training is provided in-house or by external agencies. The public employment service may refer persons with particular problems or needs to specialized organizations.

Job Placement Services for Employers

Job vacancies are registered at the public employment service offices or via telephone or email. Public employment service officers preselect suitable candidates before proposing them to employers, based on computerized matching technology. Employers have access to an applicant data bank at the public employment service office but must go through a public employment service officer to contact an applicant. Services also include group information for potential job candidates, targeted site visits to selected companies/branches to stimulate demand and develop specific service packages, organization of job-fairs, customer segmentation, and advice and support in cases of company crisis.

Active Labor Market Programs

Target Groups

Target groups are women and disabled people.

Programs

Programs include general vocational guidance for young people and adults, work testing programs, and self-employment support schemes.

Migration and Mobility

Not applicable (service not provided by the public employment service).

Unemployment Insurance Scheme No

Unemployment and Social Benefits

Not applicable (service not provided by public employment service).

Labor Market Information Services

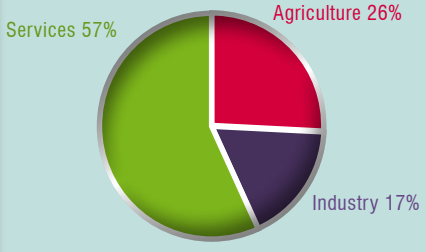
The public employment service collects labor market information at the national level for the government and statistical institutions. Information is published online or in brochures and leaflets. The public employment service is member of an employment observatory and is also involved in labor market research (beyond monitoring).

Peru

Structural Indicators	2009	2012
Population (total)	28,934,303	29,987,800
GDP per capita (in U.S. dollars)	3,297.9	3,892.3
Total unemployment rate (%)	4.4	4.0
Female unemployment rate (%)	4.7	3.9
Unemployment rate, male youth (15-24) (%)	9.4	8.3
Unemployment rate, female youth (15-24) (%)	9.0	8.6

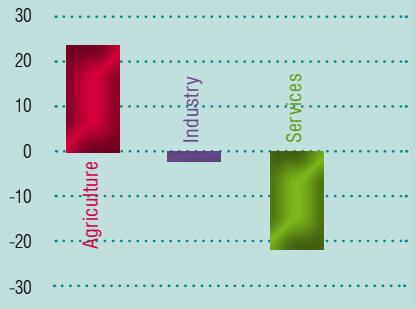
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2011



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2001 to 2011



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent. It has a central headquarters and units for service delivery at the regional and local levels.

Duties/Portfolio

The legally assigned duties of the public employment service are job brokerage and active labor market policies.

Regulations Registration of Job Seekers and Vacancies

There is no a legal obligation for job seekers to register, but employers are required to register job vacancies.

Offices

There are 62 offices, of which 24 are at the regional level and 38 at the local level.

Staffing

Total staff of 151, including 19 at headquarters, 96 at the regional level, and 36 at the local level.

Budget and Funding

The annual budget in 2013 was US$708,621, funded by public sources and donors. Most of the budget was spent on job placement.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank that lists registered job seekers and job offers. This enables staff to directly offer job vacancies to job seekers. Job seekers have access to job vacancies at the public employment service offices or online through an Internet vacancy bank where they also can register and administer their individual profiles themselves.

Personal job search interviews with placement staff are standard practice and include devising individual reintegration plans to define job search activities and targets. Practical information on the job search process is also provided on the Internet. Applicant training sessions are provided either by the public employment service or by external agencies.

Job Placement Services for Employers

The public employment service makes use of multiple channels to register job vacancies. Placement staff preselect suitable candidates before sending them to employers. Employers have access to applicant information through a data bank at the public employment service office and via the Internet. Employers can either contact the applicants directly or through the responsible public employment service officer. Group information for potential job candidates is also available.

Personalized services for recruitment are provided by telephone, online, and at the public employment service offices or the employer's site. The agency organizes job fairs and targeted site visits (e.g., to stimulate specific demand).

Active Labor Market Programs

Target Groups

Target groups are younger and older job seekers, women, single parents, immigrants and disabled persons.

Programs

No information available.

Migration and Mobility

The public employment service gives advice and information on finding jobs abroad, and assists foreign job seekers already residing in the country as well as migrant returnees.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service does not manage unemployment benefits or other social allowances.

Labor Market Information Services

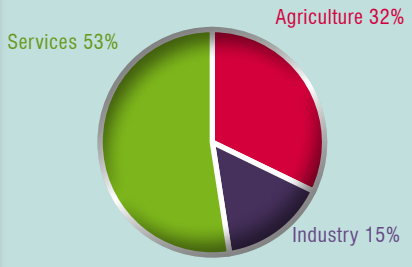
The public employment service is not engaged in the collection of labor market information.

Philippines

Structural Indicators	2009	2012
Population (total)	91,886,400	96,706,764
GDP per capita (in U.S. dollars)	1,325.9	1,501.1
Total unemployment rate (%)	7.5	7.0
Female unemployment rate (%)	7.5	6.8
Unemployment rate, male youth (15-24) (%)	16.2	15.2
Unemployment rate, female youth (15-24) (%)	19.3	18.4

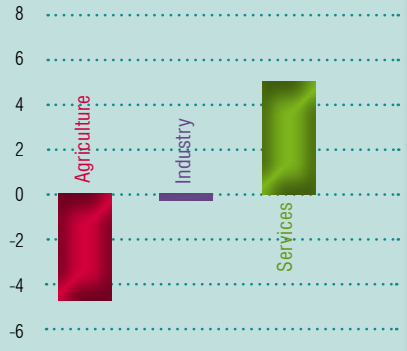
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



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Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It has a headquarters and regional and local organizational units for service delivery.

Duties/Portfolio

Legally assigned duties of the public employment service are job placement, labor market information, active labor market policies, and labor migration.

Regulations Registration of Job Seekers and Vacancies

Job seekers are not required to register but employers are required to register job vacancies.

Offices

There are 1,887 offices, of which 16 are regional offices, 314 are local offices, and 1,270 are branches of the local offices.

Staffing

Staff of 16 at regional offices and nine at headquarters; no details available on operative staff at the local level.

Budget and Funding

The annual budget in 2013 was US$450,000, funded by multiple sources including the state, private sector, donors, and clients fees; 70% of the budget is for job placement and active labor market policies.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based matching technology, i.e., a data bank that lists registered job vacancies and job seekers. Direct job offers through the public employment service officers are standard practice. Profiling is applied based on the counselor's assessments supported by technical analysis. Vacancies are displayed for self-service at the public employment service office and on an online platform. On this platform, job seekers can register and administer their profiles themselves.

Placement officers conduct personal job search interviews that cover labor market information. Practical hints and information can also be found online. Applicant training is provided in-house or by external agencies.

Job Placement Services for Employers

Job vacancies are registered on the Internet and at the public employment service offices. Placement officers preselect suitable candidates before proposing them to employers, based on computerized matching technology. Employers have access to an applicant data bank at the offices and through the Internet. Employers can contact applicants directly or through a public employment service officer.

Personalized services for recruitment are provided by telephone, email , online and at the public employment service offices or the employer's site. The agency gives advice and provides support to companies in cases of crisis, and organizes job fairs.

Active Labor Market Programs

Target Groups

Target groups are younger job seekers, single parents, women, disabled persons, immigrants, and the long-term unemployed.

Programs

Programs include vocational training (provided in-house or by external agencies), support of business start-ups, wage cost subsidies, job creation and employment maintenance measures, and promotion of worker mobility.

Migration and Mobility

The public employment service provides information on job offers from abroad and gives advice on finding jobs abroad. Assistance also targets foreign workers already residing in the country, migrant returnees, and foreign employers looking for workers.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service does not manage or administer unemployment benefits or other social allowances.

Labor Market Information Services

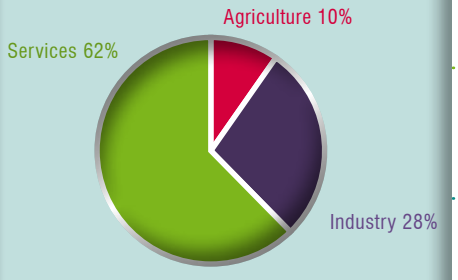
Labor market information is collected at the national, regional, and local levels for the government and/or statistical institutions. Statistics and information are published online or in brochures and leaflets. The public employment service is a member of an employment observatory and is involved in labor market research (beyond monitoring).

Russia

Structural Indicators	2009	2012
Population (total)	141,909,244	143,178,000
GDP per capita (in U.S. dollars)	6,131.1	6,848.7
Total unemployment rate (%)	8.3	5.5
Female unemployment rate (%)	7.7	5.1
Unemployment rate, male youth (15-24) (%)	18.1	14.8
Unemployment rate, female youth (15-24) (%)	18.9	15.4

World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2009



World Development Indicators database.
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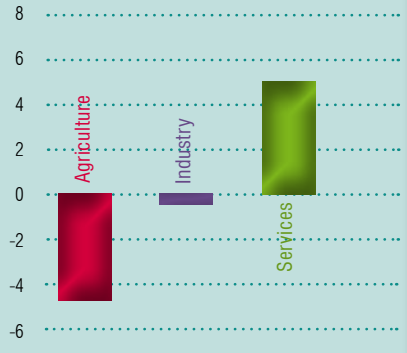
Employment growth by economic sector, from 2000 to 2009



World Development Indicators database.
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Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. Its organizational structure includes a central headquarters, regional units for service delivery, and local agencies under ministerial control.

Duties/Portfolio

Legally assigned duties of the public employment service are labor market information and the administration of unemployment and other social benefits. The agency also provides job placement, active labor market policies, and labor migration.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register, but employers are required to register job vacancies.

Offices

There are 2,230 regional offices.

Staffing

No information available.

Budget and Funding

The annual budget in 2013 was €7,736,811.

Job Placement Services

Job Placement Services for Job Seekers

Job seekers have self-service access to job vacancies, which are displayed in the local offices. Placement staff use a computer-based data bank that lists registered job seekers.

Job Placement Services for Employers

Job vacancies are registered via the Internet and at the public employment service offices. The matching technology is computerized. Employers have access to an applicant data bank at the public employment service offices or through the Internet.

The public employment service also organizes job fairs.

Active Labor Market Programs

Target Groups

No information available.

Programs

No information available.

Migration and Mobility

No information available.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is responsible for management of unemployment benefits.

Labor Market Information Services

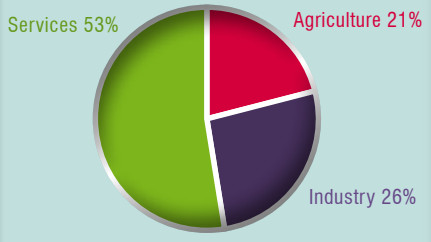
Information and labor market statistics are collected at the national level and information is published online and as download options.

Serbia

Structural Indicators	2009	2012
Population (total)	7,320,807	7,199,077
GDP per capita (in U.S. dollars)	3,769.9	3,873.1
Total unemployment rate (%)	16.6	19.6
Female unemployment rate (%)	19.5	28.0
Unemployment rate, male youth (15-24) (%)	37.8	45.8
Unemployment rate, female youth (15-24) (%)	47.2	58.2

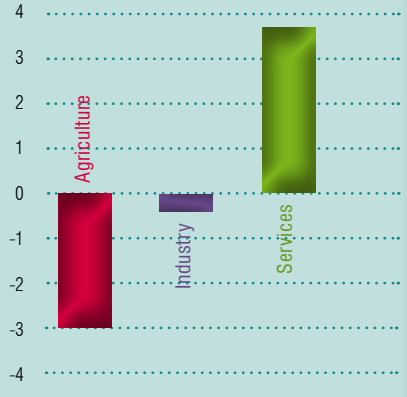
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2004 to 2012



World Development Indicators database.
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Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It has a headquarters and regional and local organizational units for service delivery. A tripartite Management Board (including delegates from state, employer, and employee organizations) is involved in designing policies and programs, budget decisions, performance management, and the purchase of services from third parties.

Duties/Portfolio

Legally assigned duties of the public employment service are job brokerage, labor market statistics, active labor market policies, labor migration, and the administration of unemployment and other social benefits.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are 155 offices, of which two are at the regional level, 32 are local full service units, and are 120 branch offices.

Staffing

Staff of 1,987, including 260 at headquarters, 22 at the regional offices, and 1,705 at the local level. About 60% of staff handle front office tasks.

Budget and Funding

The budget of the public employment service is funded by public sources and contributions to unemployment insurance.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based matching technology, i.e., a data bank that lists registered job seekers and job vacancies. This enables staff to make direct job offers to job seekers. Profiling is applied and based on the counselor's assessment. Job seekers have self-service access to job vacancies at the public employment service offices or through the Internet, where they also can register and administer their individual profiles themselves.

Placement officers conduct personal job interviews that include devising individual reintegration agreements and individual action plans to define job search activities and targets. Applicant training is provided in-house or by external agencies. A call center is available for job seekers and information and practical advice can also be found on the Internet.

Job Placement Services for Employers

The public employment service makes use of multiple channels to register job vacancies. Placement officers preselect suitable candidates before proposing them to employers, based on computerized matching technology. Employers have access to an applicant data bank at the public employment service office or via the Internet. Employers can either contact candidates directly or through the responsible public employment service officer. Group information for potential job candidates is also available.

Personalized services for recruitment are provided by email or online and personally at the public employment service office or the employer's site. The agency organizes job fairs and makes targeted site visits to selected branches or companies.

Active Labor Market Programs

Target Groups

Target groups are younger and older job seekers, single parents, women, disabled persons, immigrants, and the long-term unemployed.

Programs

Programs include vocational training (provided either by the public employment service itself or external agencies), support schemes for business start-ups, wage cost subsidies, job creation measures, and the promotion of worker mobility.

Migration and Mobility

The public employment service helps foreign companies looking for workers as well as migrants who are already residing in the country and migrant returnees. For job seekers, the agency provides information on direct job offers from abroad and gives advice for finding jobs abroad.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service administers and manages unemployment benefits.

Labor Market Information Services

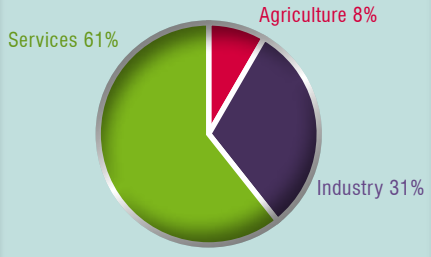
Labor market information is collected at the national, regional, and local levels for the government and/or statistical institutions. Information is published online and in leaflets and brochures. The public employment service is involved in labor market research (beyond monitoring).

Slovenia

Structural Indicators	2009	2012
Population (total)	2,039,669	2,057,159
GDP per capita (in U.S. dollars)	18,868.7	18,592.9
Total unemployment rate (%)	5.9	8.8
Female unemployment rate (%)	5.9	9.4
Unemployment rate, male youth (15-24) (%)	13.9	20.3
Unemployment rate, female youth (15-24) (%)	13.5	21.0

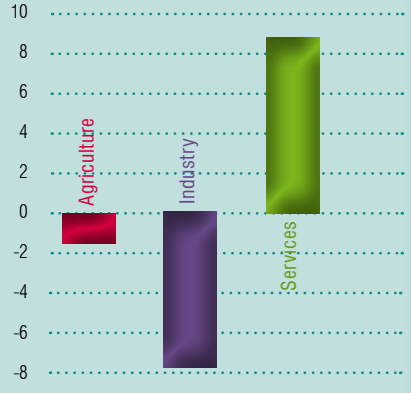
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
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Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. Its organizational structure includes a headquarters and regional and local units for service delivery. A tripartite Management Board (including delegates from state, employer, and employee organizations) is involved in decisions regarding the budget and performance management.

Duties/Portfolio

Legally assigned duties of the public employment service are job brokerage, labor market information, active labor market policies, the administration of unemployment benefits, and labor migration.

Regulations Registration of Job Seekers and Vacancies

There is a legal requirement for job seekers to register, but not for employers to register job vacancies.

Offices

There are 71 offices, of which 12 are at the regional level and 59 at the local level. In addition, the local agencies include 12 branch offices.

Staffing

Total staff of 920.

Budget and Funding

The annual budget of the public employment service in 2013 was €420,070,000. The budget was funded by public sources and customer fees.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based matching technology, i.e., a data bank that lists registered job vacancies and job seekers. Direct job offers through placement officers are standard practice. Profiling is applied based on the counselors' assessments. Vacancies are displayed for self-service at the public employment service office and on an online platform. On this platform, job seekers can register and administer their own profiles themselves.

Personal job search interviews with placement officers are standard practice, and they include devising individual reintegration plans to define job search activities and targets. Call center services and Internet information services are also provided. Applicant training sessions are provided either by the public employment service itself or external training agencies.

Job Placement Services for Employers

Job vacancies are registered through various channels. Public employment service officers preselect suitable candidates before proposing them to employers, based on computerized matching technology. Employers have access to an applicant data bank at the public employment service offices and via the Internet. Group information for potential job candidates is also available.

Employer clients are grouped into different service categories. Public employment service staff provide personalized services for recruitment through various channels. The agency organizes job fairs, makes targeted site visits to selected branches or companies, and provides support in cases of company crisis.

Active Labor Market Programs

Target Groups

Target groups are younger and older job seekers, disabled persons, women, immigrants, persons with specific problems impeding labor market integration, and the long-term unemployed.

Programs

Programs include general vocational guidance, vocational training (provided by external agencies), placement into temporary work trial programs, wage cost subsidies, job creation measures, and the promotion of worker mobility.

Migration and Mobility

The public employment service provides information on jobs offers abroad as well as information and advice on finding jobs in foreign countries. Assistance measures target foreign workers residing in the country and foreign employers looking for workers.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is responsible for management of unemployment benefits.

Labor Market Information Services

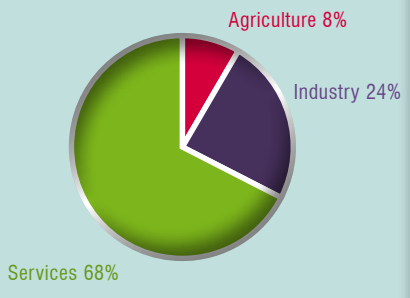
Labor market information is collected at the national, regional, and local levels for the government and/or statistical institutions. Information is published on the Internet website, as download options, and in leaflets.

Suriname

Structural Indicators	2009	2012
Population (total)	520,173	534,541
GDP per capita (in U.S. dollars)	4,037.6	4,478.8
Total unemployment rate (%)	13.1	12.7
Female unemployment rate (%)	12.2	10.1
Unemployment rate, male youth (15-24) (%)	20.7	17.5
Unemployment rate, female youth (15-24) (%)	34.2	29.4

World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2004



World Development Indicators database.
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Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It is comprised of a central headquarters and local public agencies under ministerial control.

Duties/Portfolio

Legally assigned duties of the public employment service are job brokerage, active labor market policies, labor market statistics, and labor migration.

Regulations Registration of Job Seekers and Vacancies

There is no legal requirement for job seekers to register or for employers to register job vacancies.

Offices

There are two offices, one of them at the local level.

Staffing

Staff of nine, including one at headquarters.

Budget and Funding

The annual budget in 2013 was US$11,000, funded by public sources.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank that lists registered job vacancies and job seekers. Job offers are made directly to job seekers. Profiling is applied based on the counselor's assessment.
The public employment service is a direct provider of applicant training.

Job Placement Services for Employers

Job vacancies are registered by telephone and at the public employment service offices. Agency staff preselect suitable candidates before presenting them to employers. Based on data bank information, employers can contact job seekers directly or can go through the responsible placement officer.
Personalized services to find suitable candidates for job vacancies are provided by telephone, at the public employment service office, or at the employer's site.

Active Labor Market Programs

Target Groups

No information available.

Programs

Programs include vocational training (provided by external agencies), self-employment schemes, and job creation measures.

Migration and Mobility

The public employment service is not responsible for this service.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service does not manage unemployment or other social benefits.

Labor Market Information Services

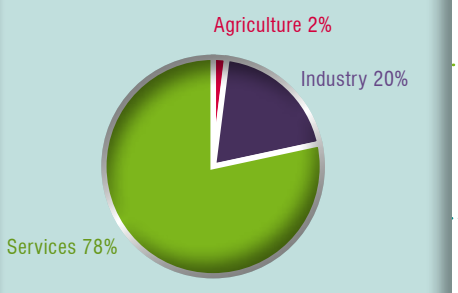
Labor market information is collected for the government and/or statistical institutions and published on the Internet website. The public employment service is also involved in labor market research (beyond monitoring of labor market development).

Sweden

Structural Indicators	2009	2012
Population (total)	9,298,515	9,519,374
GDP per capita (in U.S. dollars)	40,534.5	43,830.6
Total unemployment rate (%)	8.4	8.0
Female unemployment rate (%)	8.0	7.9
Unemployment rate, male youth (15-24) (%)	26.4	25.6
Unemployment rate, female youth (15-24) (%)	24.1	22.8

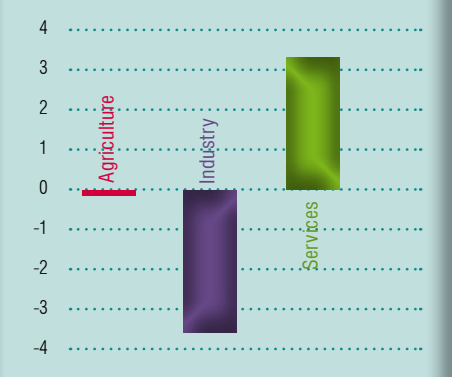
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
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Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It includes a central headquarters and local organizational units for service delivery. A Management Board consisting of social and other societal groups is involved in designing policies and programs, budget allocations and shifts, and performance management.

Duties/Portfolio

Legally assigned duties of the public employment service are job brokerage, labor market statistics, and active labor market policies.

Regulations Registration of Job Seekers and Vacancies

There is a legal requirement for job seekers to register, but not for employers to register job vacancies.

Offices

There are 321 public employment service; 320 of them are local agencies.

Staffing

Total staff of 12,560, including 2,344 at headquarters and 10,216 in the local offices.

Budget and Funding

The annual budget in 2013 was €7.266 million, completely funded by public sources. Most of the budget (87%) was spent on labor market statistics.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank that lists registered job seekers and job vacancies. This enables staff to directly offer job vacancies to job seekers. Profiling is applied, based on a mixed approach of the counselor's assessment and technical analysis. Job seekers have self-service access to vacancies at the local offices or via an Internet data bank. On this Internet platform, job seekers can register and administer their individual profiles themselves.

Placement staff conduct personal job search interviews that include devising individual action plans to define job search activities and targets. Call center services are available and information and practical advice can also be found on the Internet. Applicant training sessions are provided either by the public employment service or by external agencies. For persons with particular problems or needs, the public employment service may refer to specialized agencies.

Job Placement Services for Employers

The public employment service makes use of multiple channels to register job vacancies. Placement officers preselect suitable candidates before proposing them to employers, based on computerized matching technology. Employers have access to an applicant data bank at the public employment service office or through the Internet. They can either contact the candidates directly or through the responsible public employment service officer. Group information for potential job candidates is also available.

Employer clients are grouped into different service levels. Personalized services for recruitment are provided through various channels. The public employment service organizes job fairs, makes targeted site visits to selected companies or branches, and provides support in cases of company crisis.

Active Labor Market Programs

Target Groups

Target groups are younger job seekers, disabled persons, immigrants, persons with special problems impeding labor market integration, and the long-term unemployed.

Programs

Programs include general vocational guidance, vocational training (provided either by the public employment service itself or external agencies), placement into temporary work trial programs, self-employment schemes, wage cost subsidies, job creation and employment maintenance measures, and measures to promote worker mobility.

Migration and Mobility

The public employment service provides jobs offers abroad as well as information and advice on finding jobs in foreign countries. Assistance is also provided for foreign workers residing in the country and for foreign employers looking for workers.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is not responsible for the administration of unemployment or other social benefits.

Labor Market Information Services

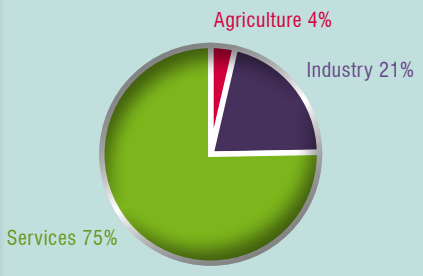
Labor market statistics and information are collected at the national, regional, and local levels for the government and/or statistical institutions. Information is published online or in leaflets and brochures. The public employment service is involved in labor market research (beyond monitoring).

Switzerland

Structural Indicators	2009	2012
Population (total)	7,743,831	7,996,861
GDP per capita (in U.S. dollars)	53,631.1	54,996.1
Total unemployment rate (%)	4.1	4.2
Female unemployment rate (%)	4.5	4.5
Unemployment rate, male youth (15-24) (%)	7.9	8.8
Unemployment rate, female youth (15-24) (%)	9.0	8.1

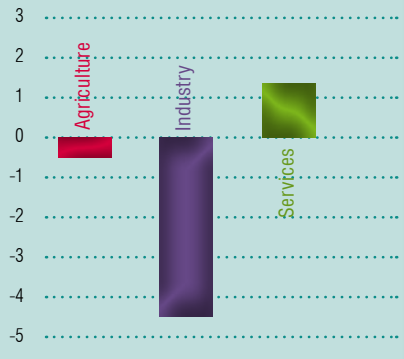
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency responsible to the Ministry of Labor or its equivalent. Its headquarters coordinates a decentralized network of public, private, and non-profit organizations for service delivery. There are organizational units at the regional and local levels. A tripartite Management Board (including delegates from state, employer, and employee organizations) is involved in budget decisions.

Duties/Portfolio

Legally assigned duties of the public employment service are job brokerage, labor market information, active labor market policies, labor migration, and administration of unemployment benefits.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are 130 offices, of which 26 are regional offices.

Staffing

Staff of 4,597, including 123 at headquarters and 4,474 at the regional level.

Budget and Funding

The annual budget in 2013 was €1.026 billion, funded by public sources and contributions to unemployment insurance. The highest budget share was for active labor market policies.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank that lists registered job seekers and vacancies. This enables staff to directly offer job vacancies to job seekers. Profiling is applied based on the counselor's assessment. Job seekers have self-service access to job vacancies displayed at the public employment service offices and via the Internet.

Personal job search interviews with placement staff are standard practice, and they include devising individual reintegration plans to define job search activities and targets. Practical information on the job search process is also provided on the Internet. Applicant training is either provided by the public employment service or by external agencies. For persons with particular problems or needs, the public employment service may refer to specialized organizations.

Job Placement Services for Employers

Job vacancies are registered by telephone and via the Internet. Placement officers preselect suitable candidates before proposing them to employers, based on computerized matching technology. Employers wanting to contact a registered job seekers must go through the responsible public employment service officer.

Employer clients are grouped into different service categories. Personalized support services for recruitment are provided through multiple channels. The public employment service organizes job fairs, makes targeted site visits to selected companies or branches, and gives advice to companies in cases of crisis.

Active Labor Market Programs

Target Groups

Target groups are younger and older job seekers, immigrants, the long-term unemployed, and persons with specific problems impeding labor market integration.

Programs

Programs include general vocational guidance, vocational training (provided by either the public employment service itself or external agencies), support schemes for business start-ups, placement into temporary work trial programs, wage cost subsidies, and measures to promote worker mobility.

Migration and Mobility

The public employment service provides job offers from abroad, gives information and advice on finding jobs abroad, and assists migrant returnees.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is responsible for management of unemployment benefits.

Labor Market Information Services

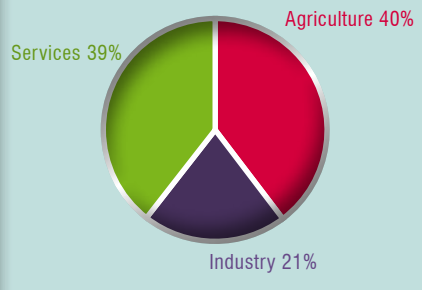
Labor market information is collected at the national and regional levels for the government and/or statistical institutions. Information is published online or in leaflets and brochures. The public employment service is a member of an unemployment observatory and also participates in labor market research (beyond monitoring).

Thailand

Structural Indicators	2009	2012
Population (total)	66,277,335	66,785,001
GDP per capita (in U.S. dollars)	2,940.2	3,389.6
Total unemployment rate (%)	1.5	0.7
Female unemployment rate (%)	1.5	0.7
Unemployment rate, male youth (15-24) (%)	5.3	2.8
Unemployment rate, female youth (15-24) (%)	6.6	3.5

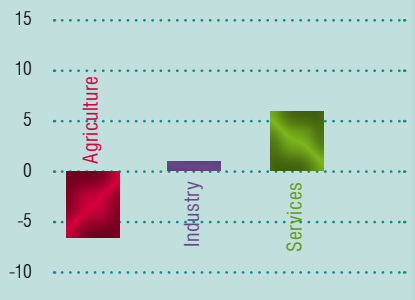
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
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Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent, with a central headquarters.

Duties/Portfolio

Assigned duties are active labor market policies and the administration of social benefits.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are 86 offices.

Staffing

No information available.

Budget and Funding

No information available.

Job Placement Services

Job Placement Services for Job Seekers

No information available.

Job Placement Services for Employers

No information available.

Active Labor Market Programs

Target Groups

No information available.

Programs

No information available.

Migration and Mobility

No information available.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

No information available.

Labor Market Information Services

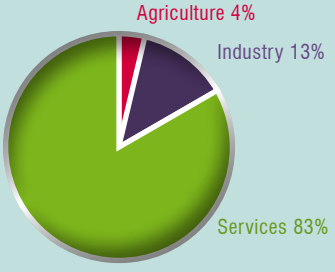
No information available.

The Bahamas

Structural Indicators	2009	2012
Population (total)	354,492	371,960
GDP per capita (in U.S. dollars)	21,160.9	21,083.6
Total unemployment rate (%)	14.2	13.6
Female unemployment rate (%)	15.8	14.2
Unemployment rate, male youth (15-24) (%)	31.3	29.2
Unemployment rate, female youth (15-24) (%)	41.2	31.8

World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2011



World Development Indicators database.
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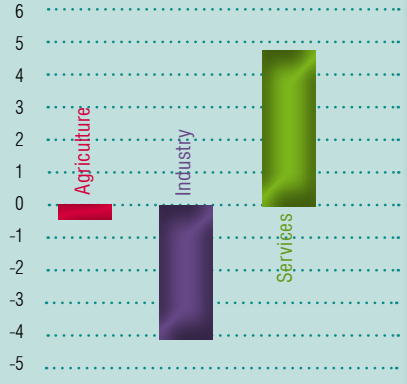
Employment growth by economic sector, from 2001 to 2011



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor with its own organizational units for service delivery. These agencies are at the local level and under ministerial control.

Duties/Portfolio

Assigned duties of the public employment service are job placement, labor market information and active labor market policies. None of the assignments are legal obligations.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are two branch offices (full-service units).

Staffing

Total staff of 28, of which 12 work at headquarters. About a third of the staff handle front office tasks, while two-thirds are back office staff.

Budget and Funding

The funding sources for the activities of the public employment service are strictly public.

Job Placement Services

Job Placement Services for Job Seekers

Job seekers are served by multiple channels. Services include personal interviews and assistance in the job search process, as well as a computer-based data bank of registered job seekers.

Public employment service offices have self-service facilities for job offers. Placement officers also offer vacancies themselves. Job seekers can register and administer their own profile on an Internet-based data bank.

Job Placement Services for Employers

Job vacancies are registered through various channels, and employers have access to an applicant data bank at the public employment service offices or can contact candidates via a placement officer.

Personalized support services are provided by telephone, email, online, or through personal contact. Preselection of candidates through the public employment service is standard. Job fairs are organized to stimulate direct contacts between potential employers and employees.

Active Labor Market Programs

Target Groups

Target group services are mostly aimed at people with specific problems impeding labor market integration, such as drug addiction, debt, or housing issues.

Programs

General vocational guidance is the most important public employment service offered. There are also programs to promote worker mobility, as well as employment maintenance measures (e.g., short-term work schemes).

Migration and Mobility

The public employment service does not provide any services for labor migration.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is not responsible for management of unemployment or social benefits.

Labor Market Information Services

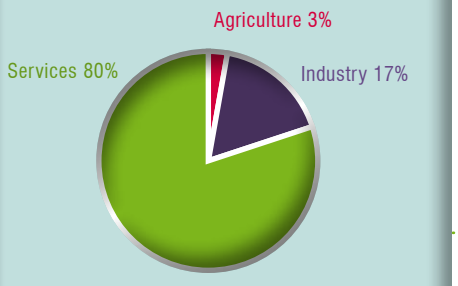
Labor market information is collected and processed at the national and at local levels and is available for the government and statistical institutions. It is made available in brochures or leaflets, on the Internet website, and through download options.

The Netherlands

Structural Indicators	2009	2012
Population (total)	16,530,388	16,754,962
GDP per capita (in U.S. dollars)	40,699.9	40,639.6
Total unemployment rate (%)	3.4	5.3
Female unemployment rate (%)	3.4	5.2
Unemployment rate, male youth (15-24) (%)	7.1	9.0
Unemployment rate, female youth (15-24) (%)	6.1	10.1

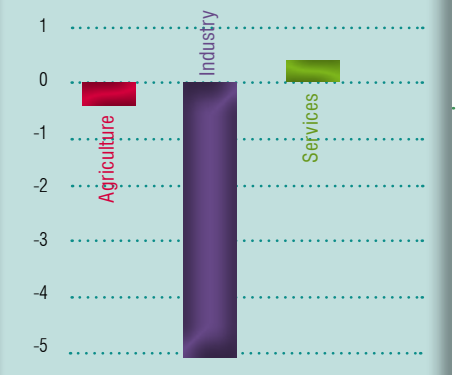
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2011



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2001 to 2011



World Development Indicators database.
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Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. Its structure encompasses a central headquarters and regional and local units for service delivery. A Management Board includes varied members appointed by the government. The board is involved in budget decisions, performance management, the purchase of services from third parties, and in setting criteria for participation in labor market programs.

Duties/Portfolio

Legally assigned duties of the public employment service are job brokerage, active labor market policies, labor market information, labor migration, and the administration of unemployment and other social benefits.

Regulations Registration of Job Seekers and Vacancies

Job seekers are required to register, but employers are not required to register job vacancies.

Offices

There are 72 offices, of which 12 are at the regional level and 60 at the local level.

Staffing

Total staff of 4,365, including 430 at headquarters, 75 in the regional offices, and 3,860 in the local offices.

Budget and Funding

The annual budget in 2013 was €21.2 million, funded by public sources and contributions to social security. The largest budget share (95%) went to administration of unemployment and other social benefits.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based matching technology, i.e., a data bank that lists registered job seekers and job vacancies. Profiling is applied and based on the counselor's assessment supported by technical analysis. Job seekers have self-service access to job vacancies at the public employment service offices or via the Internet, where they also can register and administer their individual profiles themselves.

Personal job search interviews with placement officers are standard practice. Call center services and Internet-based information on the job search process are also available. Applicant training is provided by the public employment service or by external agencies. For persons with particular problems or needs, the public employment service may refer to specialized organizations.

Job Placement Services for Employers

Job vacancies are mainly registered via the Internet. Public employment service officers preselect suitable candidates before proposing them to the employers, based on computerized matching technology. Employers have access to an applicant data bank at the public employment service offices and on the Internet. They can either contact the candidates directly or go through the responsible public employment service officer. Group information for potential job candidates is also available.

Personalized services for recruitment are provided by telephone, online, and via email. The public employment service organizes job fairs, makes targeted site visits (e.g., to develop specific service packages), and provides support in cases of company crisis.

Active Labor Market Programs

Target Groups

Target groups are job seekers over 50 years old, disabled persons, and the long-term unemployed.

Programs

Programs include vocational training (provided by external agencies), placement into temporary work trial, promotion of worker mobility, wage cost subsidies, and support for self-employment schemes.

Migration and Mobility

Assistance is provided for companies looking for workers as well as for migrants who are already residing in the country. The public employment service also provides direct job offers from abroad as well as information and advice for finding jobs abroad.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is responsible for management of unemployment benefits.

Labor Market Information Services

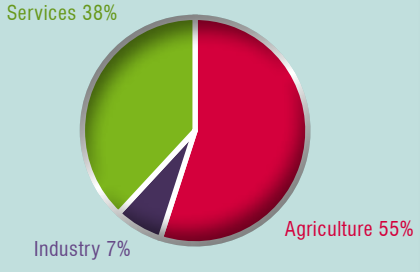
Labor market information is collected at the national, regional, and local levels for the government and/or statistical institutions. Information is published online with download options. The public employment service is involved in labor market research (beyond monitoring).

Togo

Structural Indicators	2009	2012
Population (total)	6,144,457	6,642,928
GDP per capita (in U.S. dollars)	387.7	414.3
Total unemployment rate (%)	7.7	7.6
Female unemployment rate (%)	7.3	7.2
Unemployment rate, male youth (15-24) (%)	10.3	10.2
Unemployment rate, female youth (15-24) (%)	11.3	11.2

World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2006



World Development Indicators database.
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Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It has a central headquarters and regional and local units for service delivery. A tripartite Management Board (including delegates from state, employer, and employee organizations) is involved in budget decisions, performance management, and setting criteria for participation in labor market programs.

Duties/Portfolio

Legally assigned duties of the public employment service are job brokerage, labor market information, active labor market policies, and labor migration. The public employment service also manages other social benefits.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

11 offices, five of them at the regional level.

Staffing

Total staff of 82, including 53 at headquarters,14 at the regional level, and 15 at the local level. Half of the staff handle front office tasks.

Budget and Funding

The annual budget in 2013 was €1,490,951, funded by public sources and donors. More than half (54%) of the budget was spent on active labor market policies.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank that lists registered job seekers and job vacancies. This enables staff to directly offer job vacancies to job seekers. Profiling is applied based on the counselor's assessment. Job seekers have self-service access to job vacancies displayed at the public employment service offices and via the Internet. On the Internet platform, job seekers can register and administer their individual profiles themselves.

Placement staff conduct personal job search interviews at public employment service offices, and they include devising individual reintegration plans to define the job search activities and targets. Applicant training is provided by the public employment service.

Job Placement Services for Employers

The public employment service officers preselect suitable candidates before proposing them to employers. Vacancies are registered through multiple channels. Employers can contact applicants directly or access data provided in the data bank. Another service is group information for potential job candidates.

Personalized services for recruitment are provided by phone, online, and through personal contact at the public employment service office or the employer's site. The public employment service organizes job fairs, carries out targeted site visits, and gives advice in the case of company crisis.

Active Labor Market Programs

Target Groups

The main target group is the long-term unemployed.

Programs

Programs include vocational guidance and training (either provided by the public employment service itself or external agencies), placement into temporary work trial programs, and support for business start-ups.

Migration and Mobility

The public employment service provides job offers from abroad.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service manages job seekers allowances and basic income support.

Labor Market Information Services

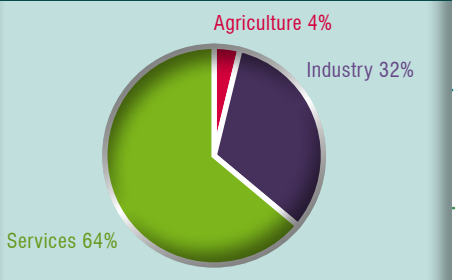
Labor market information is collected at the national level for the government and/or statistical institutions. Information and statistics are published online or in leaflets and brochures.

Trinidad and Tobago

Structural Indicators	2009	2012
Population (total)	1,322,518	1,337,439
GDP per capita (in U.S. dollars)	14,328.3	14,183.2
Total unemployment rate (%)	5.3	5.8
Female unemployment rate (%)	6.3	6.6
Unemployment rate, male youth (15-24) (%)	9.9	9.4
Unemployment rate, female youth (15-24) (%)	14.3	14.3

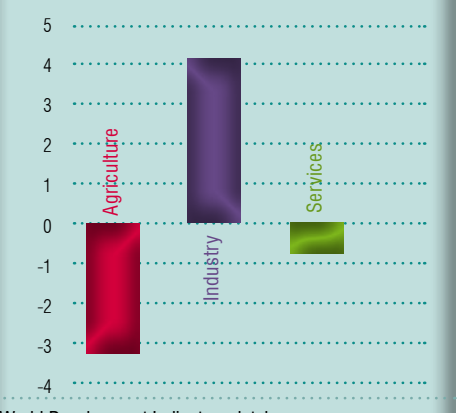
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2008



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2000 to 2008



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent with units for service delivery at the local level.

Duties/Portfolio

Legally assigned duties of the public employment service are job placement, active labor market policies, and labor migration. The agency also provides labor market information.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There is one public employment service office.

Staffing

Staff of 62, 23 of them working at headquarters.

Budget and Funding

The budget of the public employment service is funded by public sources and most expenses of the operational budget go to job brokerage.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank that lists registered job seekers and vacancies. This enables the staff to directly offer job vacancies to job seekers. Profiling is applied based on the counselor's assessment and technical analysis. Job seekers have self-service access to job vacancies displayed at the public employment service offices and on the Internet. On the Internet platform, job seekers can register and administer their individual profiles themselves.

Personal job search interviews with placement officers are standard practice. The agency provides call center and Internet services for job seekers. The agency is a direct provider of applicant training.

Job Placement Services for Employers

Job vacancies are registered through multiple channels. Placement officers preselect suitable candidates before proposing them to employers, based on computerized matching technology. Employers have access to an applicant data bank at the public employment service offices or on the Internet. Group information is also available.

The public employment service provides personalized support for recruitment at the public employment service office or the employer's site, by telephone, and by email or online. Other services include targeted site visits to selected companies or branches, and support measures for companies in the case of crisis.

Active Labor Market Programs

Target Groups

Target groups are single parents, young and older job seekers, disabled persons, women, immigrants, and persons with specific problems impeding labor market integration.

Programs

The public employment service provides general vocational guidance for young people and adults.

Migration and Mobility

The public employment service provides job offers from abroad and targets migrant returnees as well as foreign employers who are looking for migrant workers.

Unemployment Insurance Scheme No

Unemployment and Social Benefits

The public employment service does not administer unemployment or other social benefits.

Labor Market Information Services

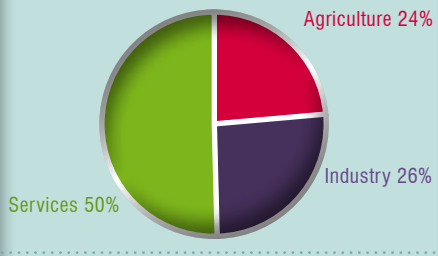
Labor market information is collected at the national, regional, and local levels for the government and/or statistical institutions.

Turkey

Structural Indicators	2009	2012
Population (total)	71,241,080	73,997,128
GDP per capita (in U.S. dollars)	7,266.7	8,483.3
Total unemployment rate (%)	14.0	9.2
Female unemployment rate (%)	14.1	10.7
Unemployment rate, male youth (15-24) (%)	24.7	15.9
Unemployment rate, female youth (15-24) (%)	24.3	19.5

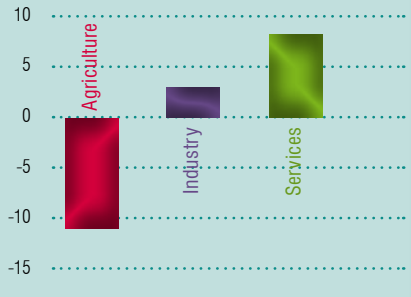
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
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Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It has a central headquarters and organizational units at the local level. A tripartite Management Board (including delegates from state, employer, and employee organizations) is involved in budget allocation, the purchase of third parties, and relationships with other labor market actors.

Duties/Portfolio

Legally assigned duties of the public employment service are job brokerage, active labor market policies, labor market information, and the administration of unemployment benefits.

Regulations Registration of Job Seekers and Vacancies

There is no legal requirement for job seekers to register or for employers to register job vacancies.

Offices

There are 125 public employment service offices. There are 81 local agencies and 3,557 branch offices.

Staffing

Staff of 8,212 employees, including 545 at headquarters. About half of the staff handles front office tasks.

Budget and Funding

The annual budget in 2013 was US$771,666,921, funded by public sources and contributions to social security.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank that lists registered job seekers and job vacancies. This enables staff to directly offer job vacancies to job seekers. Profiling is based on statistical models and technical analysis. Job seekers have self-service access to job vacancies displayed at the public employment service offices and via the Internet. On the Internet platform, job seekers can register and administer their individual profiles themselves.

Personal job search interviews with placement staff are standard practice, and they include devising individual reintegration plans to define job search activities and targets. Call center services are available for job seekers. The public employment service itself provides applicant training.

Job Placement Services for Employers

Job vacancies are registered through various channels. Placement officers preselect suitable candidates before proposing them to employers, based on computerized matching technology. Employers have access to an applicant data bank at the public employment service office or via the Internet. They can either contact applicants directly or through the responsible public employment service officer. Another service is group information for job candidates.

Personalized services for recruitment are provided by telephone, via the Internet, or at the public employment service offices or the employer's site. The agency organizes job fairs, makes targeted site visits to selected companies or branches, and supports companies in cases of crisis.

Active Labor Market Programs

Target Groups

Target groups are younger job seekers, disabled persons, immigrants, the long-term unemployed, women, and persons with specific problems impeding labor market integration.

Programs

Programs include general vocational guidance, vocational training (provided by external agencies), placement into temporary work trial programs, support of business start-ups, wage cost subsidies, job creation, and employment maintenance measures.

Migration and Mobility

The public employment service provides job offers from abroad; assistance measures target foreign workers already residing in the country and migrant returnees.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is responsible for management of unemployment benefits.

Labor Market Information Services

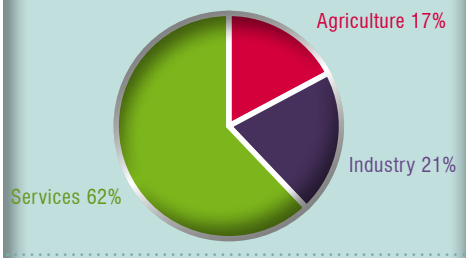
The public employment service collects labor market information at the national, regional, and local levels for the government and statistical institutions. Information is published online or in leaflets and brochures. The public employment service is a member of an employment observatory and involved in labor market research (beyond monitoring).

Ukraine

Structural Indicators	2009	2012
Population (total)	46,053,300	45,593,300
GDP per capita (in U.S. dollars)	1,887.5	2,094.1
Total unemployment rate (%)	8.8	7.7
Female unemployment rate (%)	7.3	6.4
Unemployment rate, male youth (15-24) (%)	19.8	18.2
Unemployment rate, female youth (15-24) (%)	15.1	16.2

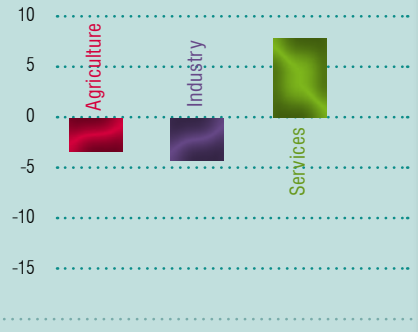
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It has a central headquarters and local units for service delivery.

Duties/Portfolio

Legally assigned duties of the public employment service are job brokerage, labor market information, active labor market policies, labor migration, and the administration of unemployment benefits.

Regulations Registration of Job Seekers and Vacancies

Job seekers are required to register and employers are required to register job vacancies.

Offices

573 public employment service .

Staffing

Staff of 15,490.

Budget and Funding

No information available.

Job Placement Services

Job Placement Services for Job Seekers

No information available.

Job Placement Services for Employers

No information available.

Active Labor Market Programs

Target Groups

No information available.

Programs

No information available.

Migration and Mobility

No information available.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

No information available.

Labor Market Information Services

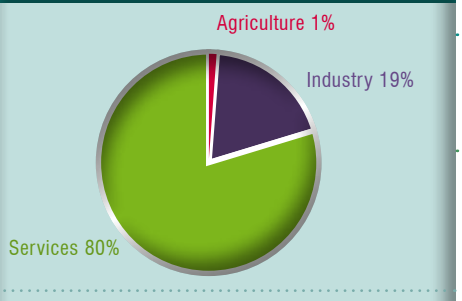
No information available.

United Kingdom

Structural Indicators	2009	2012
Population (total)	62,276,270	63,695,687
GDP per capita (in U.S. dollars)	37,277.0	37,570.0
Total unemployment rate (%)	7.8	7.9
Female unemployment rate (%)	6.5	7.4
Unemployment rate, male youth (15-24) (%)	21.9	24.2
Unemployment rate, female youth (15-24) (%)	15.9	18.2

World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



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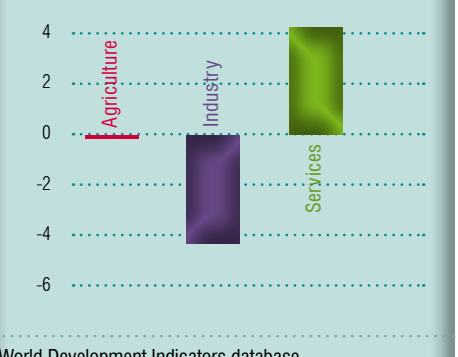
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent. It has a central headquarters and local units for service delivery.

Duties/Portfolio

Legally assigned duties of the public employment service are job brokerage, active labor market policies, labor market information, and administration of unemployment and other benefits.

Regulations Registration of Job Seekers and Vacancies

There is no legal requirement for job seekers to register or for employers to register job vacancies.

Offices

714 offices.

Staffing

No information available.

Budget and Funding

The budget of the public employment service is funded by public sources.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank that lists registered job seekers and job vacancies. This enables staff to directly offer job vacancies to job seekers. Job seekers have self-service access to job vacancies displayed at public employment service offices and on the Internet.

Personal job search interviews with placement staff are standard practice, and they include devising individual reintegration plans to define job search activities and targets. Call center services are provided for job seekers. Practical information on the job search process is also provided via the Internet. Applicant training sessions are provided by external agencies. The public employment service may refer persons with particular problems or needs to specialized organizations.

Job Placement Services for Employers

Job vacancies are registered by email, online, at the public employment service offices, or by telephone. Placement officers preselect suitable candidates before proposing them to the employers, based on computerized matching technology. Employers have access to an applicant data bank at the public employment service offices or online, and they can contact any job candidates directly. Group information for job seekers is also available.

Employer clients are grouped into different service categories. Personalized support services for recruitment are provided through multiple channels. The public employment service organizes job fairs, makes targeted site visits, and supports companies in cases of crisis.

Active Labor Market Programs

Target Groups

Target groups are young job seekers, single parents, disabled persons, immigrants, the long-term unemployed, and persons with special problems impeding labor market integration.

Programs

Programs include vocational training (provided by external organizations), placement into temporary work trial programs, support of business start-ups, and wage cost subsidies.

Migration and Mobility

Services include job offers abroad, information and advice on finding jobs abroad, and assistance to foreign companies that are looking for migrant workers.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is responsible for management of unemployment benefits, job seekers' allowances, and social assistance allowances.

Labor Market Information Services

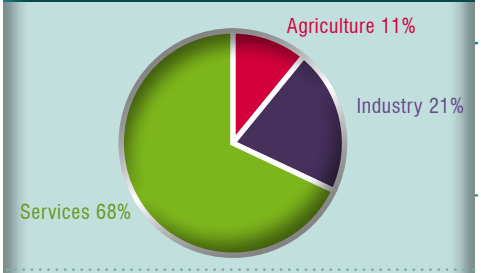
Labor market information is collected at the national, regional, and local levels for the government and/or statistical institutions. Information is published on the Internet website and as download options. The public employment service is a member of an unemployment (employment) observatory and also participates in labor market research (beyond monitoring).

Uruguay

Structural Indicators	2009	2012
Population (total)	3,360,431	3,395,253
GDP per capita (in U.S. dollars)	6,286.1	7,505.8
Total unemployment rate (%)	7.3	6.0
Female unemployment rate (%)	9.9	8.4
Unemployment rate, male youth (15-24) (%)	15.3	14.8
Unemployment rate, female youth (15-24) (%)	24.2	23.8

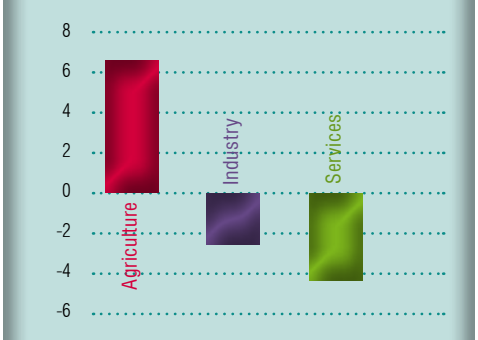
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2011



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2001 to 2011



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent. It has a central headquarters and local units for service delivery.

Duties/Portfolio

Legally assigned duties of the public employment service are job brokerage and active labor market policies. In addition, the agency is in charge for labor migration policies.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are 28 offices, of which 24 are local full service units and three are local branch offices.

Staffing

Total staff of 92, including 15 at headquarters and 77 in local offices.

Budget and Funding

The budget is funded by public sources.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff use a computer-based data bank that lists registered job seekers and job vacancies. This enables staff to directly offer job vacancies to job seekers. Profiling is applied based on the counselor's assessment. Job seekers have access to job offers at the public employment service office or via the Internet.

Personal job search interviews with placement staff are standard practice, and they include devising individual reintegration plans to define job search activities and targets. The public employment service is a direct provider of applicant training.

Job Placement Services for Employers

Job vacancies are registered by telephone, email, online, and at the public employment service offices. Placement staff preselect suitable candidates before proposing them to the employers, based on computerized matching technology. Employers can directly contact any applicants they find in the data bank. Group information for potential job candidates is another service offered.

Personalized support services for recruitment are provided by telephone, email, online, and at the public employment service offices or the employer's site.

Active Labor Market Programs

Target Groups

Target groups are younger job seekers, immigrants, the long-term unemployed, and persons with specific problems impeding labor market integration.

Programs

Programs include vocational guidance for young people and adults, and wage cost subsidies to promote recruitment of the unemployed.

Migration and Mobility

Assistance is provided to foreign workers already residing in the country and to migrant returnees.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service does not manage unemployment benefits or other social allowances.

Labor Market Information Services

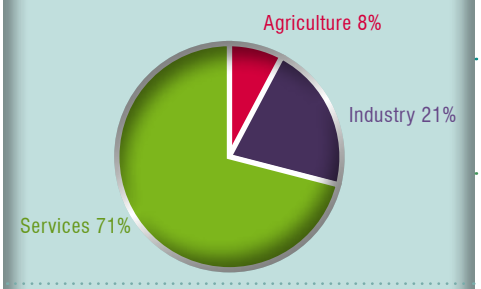
The public employment service does not provide labor market information.

Venezuela

Structural Indicators	2009	2012
Population (total)	28,583,040	29,954,782
GDP per capita (in U.S. dollars)	6,199.1	6,412.0
Total unemployment rate (%)	7.8	7.8
Female unemployment rate (%)	8.4	9.1
Unemployment rate, male youth (15-24) (%)	13.7	14.3
Unemployment rate, female youth (15-24) (%)	18.7	22.6

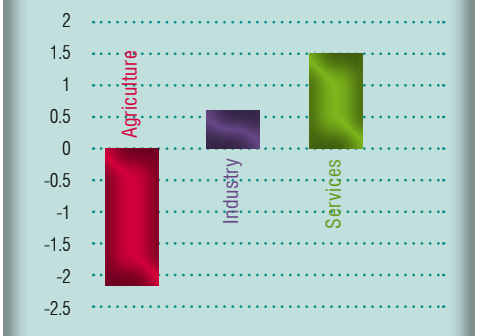
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a public agency under law responsible to the Ministry of Labor or its equivalent. It has a central headquarters and service delivery units at the regional and local levels.

Duties/Portfolio

The duties assigned to the public employment service are job brokerage, labor market information, and administration of unemployment and other social benefits.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

There are 31 public employment service offices.

Staffing

Total staff of 300.

Budget and Funding

The budget is funded by public sources and contributions to unemployment insurance. Most of the budget is assigned to job brokerage and placement.

Job Placement Services

Job Placement Services for Job Seekers

Placement staff conduct personal job search interviews at public employment service offices. Profiling is applied. Information and practical advice on the job search process is available on the Internet. Call center services are also available.

Job Placement Services for Employers

Job vacancies are registered at the public employment service office. To contact an applicant, an employer can go through the responsible public employment service officer or contact the candidate directly.

Support services for recruitment are provided through personal contact at the public employment service offices or the employer's site. Call center services are also available. The public employment service also supports companies in cases of crisis.

Active Labor Market Programs

Target Groups

Target groups include younger job seekers, women, disabled persons, immigrants, ethnic minorities, the long-term unemployed, and persons with specific problems impeding labor market integration.

Programs

A key program is general vocational guidance for young people and adults, provided by the public employment service itself.

Migration and Mobility

The public employment service assists foreign employers who are looking for migrant workers.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is responsible for management of unemployment benefits.

Labor Market Information Services

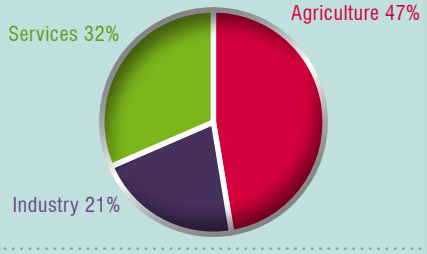
Labor market information is collected at the national, regional, and local levels for the government and/or statistical institutions. The public employment service is a member of an employment observatory and is also involved in labor market research (beyond monitoring).

Vietnam

Structural Indicators	2009	2012
Population (total)	86,025,000	88,772,900
GDP per capita (in U.S. dollars)	855.1	986.0
Total unemployment rate (%)	2.3	2.0
Female unemployment rate (%)	2.7	2.0
Unemployment rate, male youth (15-24) (%)	6.1	4.2
Unemployment rate, female youth (15-24) (%)	5.9	5.9

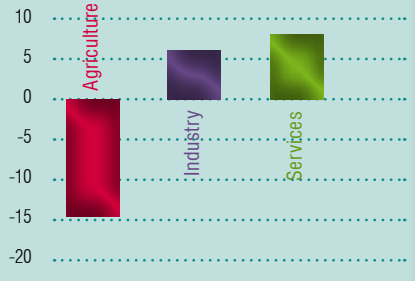
World Development Indicators database.
The World Bank (Update November 2014)

Proportion of total employment by economic sector, 2012



World Development Indicators database.
The World Bank (Update November 2014)

Employment growth by economic sector, from 2002 to 2012



World Development Indicators database.
The World Bank (Update November 2014)

Organization and Areas of Responsibility

Organizational Structure

The public employment service is a line department of the Ministry of Labor or its equivalent. It has a central headquarters and organizational units at the local level.

Duties/Portfolio

Legally assigned duties of the public employment service are labor market information, active labor market policies, the administration of unemployment benefits, and labor migration.

Regulations Registration of Job Seekers and Vacancies

There is no legal obligation for job seekers to register or for employers to register job vacancies.

Offices

The total number of offices is 130, including 63 full service local offices plus their subunits (with limited service).

Staffing

Total staff of 2,500, including 100 at headquarters and 2,400 at the local level. About a third of total staff handles front office tasks.

Budget and Funding

Annual budget in 2013 of US$21 million, completely funded by public sources.

Job Placement Services

Job Placement Services for Job Seekers

The placement officers use a computer-based data bank/matching technology. Direct job offers of vacancies by placement officers are standard practice. Profiling is applied, based on the counselor's assessment supported by technical analysis.

Personal job search interviews with placement officers take place at the public employment service offices. There is a call center service for job seekers and practical information on the job search process is also available on the Internet. Applicant training is either provided by the public employment service or by external agencies.

Job Placement Services for Employers

Job vacancies are registered through various channels. Public employment service officers preselect suitable candidates before proposing them to employers, based on computerized matching technology. The employers have access to an applicant data bank at the public employment service offices and on the Internet. Employers can contact applicants directly.

Employer clients are separated into service groups. Personalized support services for recruitment are provided through various channels. The public employment service organizes job fairs, arranges targeted site visits to selected companies or branches, and supports companies in cases of crisis.

Active Labor Market Programs

Target Groups

Target groups are younger job seekers, women, disabled persons, immigrants, and ethnic minorities.

Programs

Programs include general vocational guidance, vocational training (provided by the public employment service itself and by external agencies), placement into temporary work trial programs, self-employment schemes, wage cost subsidies, support for worker mobility, and job creation and employment maintenance measures.

Migration and Mobility

Information and support is provided for finding a job abroad and for migrant returnees.

Unemployment Insurance Scheme Yes

Unemployment and Social Benefits

The public employment service is responsible for the management of unemployment benefits.

Labor Market Information Services

Labor market information is collected at the national and local levels for the government and/or statistical institutions. Information is published online or in leaflets and brochures. The public employment service is a member of an unemployment observatory and also participates in labor market research (beyond monitoring).

Annex A: WAPES World Regions

Africa	Americas	Europe	Asia-Pacific	Middle East/ North Africa
Benin	Argentina	Albania	Australia	Algeria
Burkina Faso	Bahamas	Armenia	Cambodia	Mauritania
Cameroon	Barbados	Austria	China	Morocco
Central African Republic	Bolivia	Belgium (Brussels-Capital Region)	Japan	
Chad	Brazil	Belgium (Flemish Region)	New Zealand	
Comoros	Canada	Belgium (Walloon Region)	Philippines	
Congo, Democratic Republic of	Chile	Croatia	Thailand	
Congo, Republic of	Colombia	Czech Republic	Vietnam	
Gabon	Costa Rica	Denmark		
Guinea	Dominican Republic	Finland		
Ivory Coast	Ecuador	France		
Niger	El Salvador	Germany		
Togo	Guatemala	Hungary		
	Guyana	Lithuania		
	Honduras	Macedonia		
	Jamaica	Moldova		
	Mexico	Netherlands		
	Panama	Russia		
	Paraguay	Serbia		
	Peru	Slovenia		
	Suriname	Sweden		
	Trinidad and Tobago	Switzerland		
	Uruguay	Turkey		
	Venezuela	Ukraine		
		United Kingdom		
n=13	n=24	n=25	n=8	n=3

Annex B: Sample and Field Results of the 2011 and 2014 Surveys

In both 2011 and 2014, the potential respondents (i.e., the gross sample) included WAPES member organizations and a number of organizations that were not (yet) members of WAPES during the respective field period. The final field result in terms of respondents and survey response rates was very positive in both years (see Annex Table 1).

Table B1: Final Field Results, WAPES 2011 Survey and WAPES-IDB 2014 Survey

	2014	2011
WAPES members	92	86
Non-WAPES member organizations	13	7
Survey gross sample (total number of entitled respondents)	105	93
Survey responses completed (net sample)	73	65
Survey response rate (total)	70%	70%
Survey response rate (WAPES members only)	60%	72%

Source: Institute for Applied Social Sciences.

Looking at the participation of both the 2011 and 2014 surveys together, a total of number of 43 public employment services took part. However, various services participated in either one year or the other. The comparison between 2011 and 2014 respondents in Annex Table 2 reveals that in 2014, the number of participating public employment services in the Americas strongly increased.

Table B2: Sample and Response Composition by WAPES Regions

	2014			2011		
WAPES Region	Potential Respondents (Gross Sample)	Respondents	Response Rate (in %)	Potential Respondents (Gross Sample)	Respondents	Response Rate (in %)
Africa	19	13	68.4	17	15	88,2
Americas	27	24	88.9	17	6	35,3
Europe	43	25	58.1	45	32	83,3
Asia-Pacific	11	8	72.7	11	7	63,6
Middle East/ North Africa	5	3	60,0	5	5	100
Total	105	73	69.5	95	65	68,4

Source: Institute for Applied Social Sciences Using the WAPES regional classification of five geographical areas (Annex Table 3), it can be seen that the vast majority of 2011 survey responses came from Europe, followed by a considerable number of African countries, with participation as well in the Americas, Asia-Pacific, and Middle East/ North Africa By contrast, in the 2014 survey, Europe and the Americas achieved almost the same number of responses (25 and 24, respectively). There was a decrease in the European response and a strong increase in responses in the Americas. Broadly speaking, Africa and Asia-Pacific maintained their respective response share (in terms of absolute numbers and relative shares).

Table B3: Survey Participation of Countries/Public Employment Services by Survey Years

Public Employment Services that Participated in Both the 2011 and 2014 Surveys (n=43)	Public Employment Services that Participated Only in the 2011 Survey (n=22)	Public Employment Services that Participated Only in the 2014 Survey (n=30)
Algeria	Belgium, ADG	Albania
Argentina	Bulgaria	Bahamas
Armenia	Cyprus	Barbados
Australia	Djibouti	Bolivia
Austria	Ireland	Cambodia
Belgium, Actiris	Kenya	Canada
Belgium, VDAB	Korea	Chile
Belgium, Forem	Latvia	Colombia
Benin	Liechtenstein	Comoros
Brazil	Luxemburg	Costa Rica
Burkina Faso	Mali	Czech Republic
Central African Republic	Mauretania	Dominican Republic
Congo, Democratic Republic	Mongolia	Ecuador
Congo, Republic of	Montenegro	El Salvador
Cameroon	Norway	Guatemala
Chad	Portugal	Guyana
China	Romania	Honduras
Croatia	Senegal	Hungary
Denmark	Slovakia	Ivory Coast
Finland	Spain	Macedonia
France	Tunisia	Mauritania
Gabon	Zimbabwe	Netherlands
Germany		New Zealand
Guinea		Panama
Jamaica		Paraguay
Japan		Philippines
Lithuania		Suriname
Mexico		Trinidad and Tobago
Moldova		Ukraine
Morocco		Venezuela
Niger		
Peru		
Russia		
Serbia		
Slovenia		
Sweden		
Switzerland		
Thailand		
Togo		
Turkey		
United Kingdom		
Uruguay		
Vietnam		

Annex C: Tables by Country

Table C1

What kind of duties have been assigned to the organization?

(✓ represents a YES in the response)

Country	Job brokerage / job placement	Labour market information/ statistics	Active labour market policies	Management of unemployment benefits	Administration of other benefits	Labour migration
Africa						
Benin	✓	✓	✓		✓	✓
Burkina Faso	✓	✓	✓			✓
Cameroon	✓	✓	✓			✓
Central African Republic	✓	✓	✓		✓	
Chad	✓	✓	✓			
Comores	✓	✓	✓			✓
Congo, Democratic Republic of	✓	✓	✓			
Congo, République du	✓	✓	✓		✓	
Gabon	✓		✓			✓
Guinea	✓	✓	✓			
Ivory Coast	✓	✓	✓	✓		
Niger	✓	✓	✓			
Togo	✓	✓	✓			✓
America						
Argentina	✓	✓	✓		✓	✓
Bahamas	✓	✓	✓			
Barbados	✓		✓			✓
Bolivia	✓	✓	✓			✓
Brazil	✓	✓	✓	✓	✓	✓
Canada		✓	✓	✓	✓	✓
Chile	✓	✓	✓			
Colombia	✓	✓	✓		✓	✓
Costa Rica	✓		✓			✓
Dominican Republic	✓	✓	✓		✓	✓
Ecuador	✓	✓	✓			
El Salvador	✓	✓	✓			✓
Guatemala	✓	✓	✓			✓
Guyana	✓	✓	✓			
Honduras	✓		✓			
Jamaica	✓	✓	✓		✓	✓
Mexico	✓	✓	✓			✓
Panama	✓	✓				✓
Paraguay	✓	✓	✓			
Peru	✓		✓			✓
Suriname	✓	✓	✓			✓
Trinidad y Tobago	✓	✓	✓			✓
Uruguay	✓		✓			✓
Venezuela	✓	✓		✓		

	Job brokerage / job placement	Labour market information/ statistics	Active labour market policies	Management of unemployment benefits	Administration of other benefits	Labour migration
Europe						
Albania	✓	✓	✓	✓	✓	✓
Armenia	✓	✓	✓			✓
Austria	✓	✓	✓	✓	✓	✓
Belgium (Brussels-Capital Region)	✓	✓	✓			✓
Belgium (Flemish Region)	✓	✓	✓		✓	✓
Belgium (Walloon Region)	✓	✓	✓			✓
Croatia	✓	✓	✓	✓		✓
Czech Republic	✓	✓	✓	✓	✓	✓
Denmark	✓	✓	✓	✓	✓	✓
Finland	✓	✓	✓		✓	✓
France	✓	✓	✓	✓	✓	✓
Germany	✓	✓	✓	✓	✓	✓
Hungary	✓	✓	✓	✓		✓
Lithuania	✓	✓	✓			✓
Macedonia	✓	✓	✓	✓		✓
Moldova	✓	✓	✓	✓	✓	✓
Netherlands	✓	✓	✓	✓	✓	✓
Russia	✓	✓	✓	✓	✓	✓
Serbia	✓	✓	✓	✓	✓	✓
Slovenia	✓	✓	✓	✓		✓
Sweden	✓	✓	✓			
Switzerland	✓	✓	✓	✓		✓
Turkey	✓	✓	✓	✓		
Ukraine	✓	✓	✓	✓		✓
United Kingdom	✓	✓	✓	✓	✓	
Asia Pacific						
Australia	✓	✓	✓			
Cambodia	✓	✓	✓			
China	✓	✓	✓	✓		✓
Japan	✓	✓	✓	✓	✓	
New Zealand	✓	✓	✓	✓	✓	
Philippines	✓	✓	✓			✓
Thaïland			✓		✓	
Vietnam		✓	✓	✓		✓
Middle East/Arab countries						
Algeria	✓	✓				✓
Mauritania	✓	✓	✓			✓
Morocco	✓	✓	✓			✓

Table C2

Your organization provides any of the following services to share information about vacancies with jobseekers?

(✓ represents a YES in the response)

Country	Direct job offers/active offer of vacancies by PES staff	Placement staff uses computer-based data bank with the registered job vacancies	Placement staff uses computer-based data bank of the registered jobseekers	Self service access to job offers displayed in local offices or sub units	Self-service facilities: Internet based PES vacancies bank	Internet based PES vacancies and registered users bank; users may themselves process and change their profile
Africa						
Benin	✓	✓	✓	✓	✓	
Burkina Faso	✓			✓	✓	
Cameroon	✓	✓	✓	✓	✓	✓
Central African Republic		✓	✓	✓	✓	
Chad	✓	✓	✓	✓	✓	
Comores	✓	✓	✓	✓		
Congo, Democratic Republic of	✓			✓		✓
Congo, République du	✓			✓		
Gabon	✓	✓	✓	✓		
Guinea	✓	✓	✓	✓		
Ivory Coast		✓	✓	✓	✓	✓
Niger	✓	✓	✓	✓		
Togo	✓	✓		✓	✓	✓
America						
Argentina	✓	✓	✓			
Bahamas	✓		✓	✓		✓
Barbados						
Bolivia	✓	✓	✓	✓		
Brazil	✓	✓	✓	✓	✓	✓
Canada		✓		✓	✓	✓
Chile		✓	✓			
Colombia	✓	✓	✓	✓	✓	✓
Costa Rica	✓	✓	✓	✓	✓	✓
Dominican Republic	✓	✓	✓	✓	✓	✓
Ecuador	✓	✓	✓	✓	✓	✓
El Salvador	✓	✓	✓			
Guatemala	✓	✓	✓	✓	✓	✓
Guyana	✓	✓	✓			
Honduras	✓	✓	✓	✓		✓
Jamaica	✓	✓	✓	✓	✓	✓
Mexico	✓	✓	✓	✓	✓	✓
Panama	✓	✓	✓	✓		
Paraguay	✓	✓	✓			
Peru	✓	✓	✓	✓	✓	✓
Suriname	✓	✓	✓			
Trinidad y Tobago	✓	✓	✓	✓	✓	✓
Uruguay	✓	✓	✓	✓	✓	✓
Venezuela						

	Direct job offers/active offer of vacancies by PES staff	Placement staff uses computer-based data bank with the registered job vacancies	Placement staff uses computer-based data bank of the registered jobseekers	Self service access to job offers displayed in local offices or sub units	Self-service facilities: Internet based PES vacancies bank	Internet based PES vacancies and registered users bank; users may themselves process and change their profile
Europe						
Albania	✓	✓	✓	✓	✓	✓
Armenia	✓	✓	✓	✓	✓	✓
Austria	✓	✓	✓	✓	✓	✓
Belgium (Brussels-Capital Region)	✓	✓	✓	✓	✓	✓
Belgium (Flemish Region)	✓	✓	✓	✓	✓	✓
Belgium (Walloon Region)	✓	✓	✓	✓	✓	✓
Croatia	✓	✓	✓	✓	✓	✓
Czech Republic	✓	✓	✓	✓	✓	✓
Denmark	✓	✓	✓	✓	✓	✓
Finland	✓	✓	✓	✓	✓	
France	✓	✓	✓	✓	✓	✓
Germany	✓	✓	✓	✓	✓	✓
Hungary	✓	✓	✓	✓	✓	✓
Lithuania	✓	✓	✓	✓	✓	✓
Macedonia	✓	✓	✓	✓	✓	✓
Moldova	✓	✓	✓	✓	✓	✓
Netherlands	✓	✓	✓	✓	✓	✓
Russia			✓	✓		
Serbia	✓	✓	✓	✓	✓	✓
Slovenia	✓	✓	✓	✓	✓	✓
Sweden	✓	✓	✓	✓	✓	✓
Switzerland	✓	✓	✓	✓	✓	
Turkey	✓	✓	✓	✓	✓	✓
Ukraine						
United Kingdom	✓	✓	✓	✓	✓	
Asia Pacific						
Australia	✓	✓	✓	✓	✓	✓
Cambodia	✓	✓	✓	✓	✓	✓
China	✓	✓	✓	✓	✓	✓
Japan	✓	✓	✓	✓	✓	
New Zealand	✓	✓	✓	✓	✓	✓
Philippines	✓	✓	✓	✓	✓	✓
Thaïland						
Vietnam	✓	✓	✓	✓	✓	
Middle East/Arab countries						
Algeria	✓	✓	✓	✓	✓	
Mauritania	✓	✓	✓	✓		
Morocco	✓	✓	✓	✓	✓	✓

Table C3

Your organization provides any of the following services for profiling jobseekers?

(✓ represents a YES in the response)

Country	Systematic assessment of chances to labour market integration (profiling)	If profiling is applied: profiling based only on counsellor/ placement officer's assessment	If profiling is applied: only statistical profiling based on formal models and technical (IT) devices	If profiling is applied: Mived type of profiling based on placement officer's assessment supported by technical devices
Africa				
Benin		✓	✓	✓
Burkina Faso				
Cameroon	✓			
Central African Republic				
Chad				
Comores				
Congo, Democratic Republic of				
Congo, République du	✓		✓	
Gabon		✓		
Guinea	✓	✓		
Ivory Coast	✓	✓		
Niger				
Togo	✓	✓		
America				
Argentina	✓			
Bahamas				
Barbados				
Bolivia				
Brazil				
Canada	✓	✓		
Chile				
Colombia	✓	✓		
Costa Rica	✓	✓	✓	✓
Dominican Republic				
Ecuador				
El Salvador	✓	✓		
Guatemala				
Guyana				
Honduras		✓		
Jamaica				
Mexico	✓	✓	✓	✓
Panama	✓	✓	✓	
Paraguay	✓	✓		
Peru				
Suriname	✓	✓		
Trinidad y Tobago	✓			✓
Uruguay	✓	✓		
Venezuela	✓			

	Systematic assessment of chances to labour market integration (profiling)	If profiling is applied: profiling based only on counsellor/ placement officer's assessment	If profiling is applied: only statistical profiling based on formal models and technical (IT) devices	If profiling is applied: Mived type of profiling based on placement officer's assessment supported by technical devices
Europe				
Albania		✓	✓	✓
Armenia	✓	✓		
Austria	✓			✓
Belgium (Brussels-Capital Region)	✓			✓
Belgium (Flemish Region)	✓			✓
Belgium (Walloon Region)	✓			✓
Croatia	✓	✓	✓	✓
Czech Republic	✓	✓	✓	✓
Denmark		✓		
Finland	✓			✓
France	✓	✓		✓
Germany	✓	✓		✓
Hungary	✓			✓
Lithuania	✓	✓		
Macedonia	✓	✓	✓	✓
Moldova	✓	✓		
Netherlands	✓			✓
Russia				
Serbia	✓	✓		
Slovenia	✓	✓		
Sweden	✓			✓
Switzerland	✓	✓		
Turkey	✓		✓	
Ukraine				
United Kingdom				
Asia Pacific				
Australia	✓			✓
Cambodia				
China	✓	✓	✓	✓
Japan				
New Zealand	✓			✓
Philippines	✓			✓
Thaïland				
Vietnam				✓
Middle East/Arab countries				
Algeria	✓	✓	✓	✓
Mauritania	✓	✓		✓
Morocco	✓	✓	✓	

Table C4

Your organization provides any of the following services to provide job search support to jobseekers?

(✓ represents a YES in the response)

Country	Personal job search interviews and/or assistance: information for searching and finding vacancies in PES local offices/ local agencies	Callcenter services for jobseekers	Internet information on job search (practical advices : cv writing , cover letter, presentation etc.)	Individual action plans/ reintegration agreements that define job search activities and targets	Direct (in-house) provision of applicants training	Referral to evternally provided applicants training	Referral to specialised placement agencies/ providers for personalized, special services
Africa							
Benin	✓		✓	✓	✓	✓	✓
Burkina Faso	✓		✓		✓		
Cameroon	✓	✓	✓	✓	✓	✓	
Central African Republic	✓		✓		✓		
Chad	✓					✓	
Comores	✓				✓		
Congo, Democratic Republic of	✓		✓			✓	
Congo, République du	✓				✓	✓	✓
Gabon	✓				✓	✓	
Guinea	✓					✓	✓
Ivory Coast	✓		✓		✓		✓
Niger	✓				✓		
Togo	✓			✓	✓		
America							
Argentina	✓	✓	✓	✓	✓		
Bahamas	✓						
Barbados	✓				✓		
Bolivia	✓						
Brazil	✓		✓		✓		
Canada	✓	✓	✓	✓	✓	✓	✓
Chile	✓	✓			✓		
Colombia	✓	✓	✓	✓	✓	✓	✓
Costa Rica	✓	✓	✓		✓	✓	
Dominican Republic	✓			✓	✓	✓	
Ecuador	✓		✓	✓			
El Salvador	✓				✓		
Guatemala	✓		✓	✓	✓		✓
Guyana	✓				✓		
Honduras	✓		✓		✓		
Jamaica	✓		✓		✓	✓	✓
Mexico	✓	✓	✓		✓	✓	✓
Panama	✓		✓		✓	✓	✓
Paraguay	✓			✓	✓	✓	✓
Peru	✓		✓	✓	✓	✓	
Suriname					✓		
Trinidad y Tobago	✓	✓	✓		✓		
Uruguay	✓			✓	✓		
Venezuela	✓	✓	✓				

	Personal job search interviews and/or assistance: information for searching and finding vacancies in PES local offices/ local agencies	Callcenter services for jobseekers	Internet information on job search (practical advices : cv writing , cover letter, presentation etc.)	Individual action plans/ reintegration agreements that define job search activities and targets	Direct (in-house) provision of applicants training	Referral to evternally provided applicants training	Referral to specialised placement agencies/ providers for personalized, special services
Europe							
Albania	✓		✓	✓		✓	✓
Armenia	✓		✓	✓			✓
Austria	✓	✓	✓	✓		✓	✓
Belgium (Brussels-Capital Region)	✓	✓	✓	✓	✓	✓	✓
Belgium (Flemish Region)	✓	✓	✓	✓	✓	✓	✓
Belgium (Walloon Region)	✓	✓	✓	✓	✓	✓	✓
Croatia	✓	✓	✓	✓	✓		
Czech Republic	✓	✓	✓	✓	✓	✓	
Denmark	✓	✓	✓	✓	✓	✓	✓
Finland	✓	✓	✓	✓	✓	✓	✓
France	✓	✓	✓	✓	✓	✓	✓
Germany	✓	✓	✓	✓	✓	✓	✓
Hungary	✓		✓	✓	✓	✓	✓
Lithuania	✓	✓	✓	✓	✓		
Macedonia	✓	✓	✓	✓	✓	✓	✓
Moldova	✓	✓	✓	✓	✓	✓	
Netherlands	✓	✓	✓		✓	✓	✓
Russia							
Serbia	✓	✓	✓	✓	✓	✓	
Slovenia	✓	✓	✓	✓	✓	✓	
Sweden	✓	✓	✓	✓	✓	✓	✓
Switzerland	✓		✓	✓	✓	✓	✓
Turkey	✓	✓		✓	✓		
Ukraine							
United Kingdom	✓	✓	✓	✓		✓	✓
Asia Pacific							
Australia	✓	✓		✓	✓		✓
Cambodia	✓	✓	✓	✓	✓	✓	
China	✓	✓	✓	✓	✓		
Japan	✓	✓				✓	
New Zealand	✓		✓		✓	✓	
Philippines	✓		✓		✓	✓	
Thaïland							
Vietnam	✓	✓	✓		✓	✓	
Middle East/Arab countries							
Algeria	✓		✓	✓	✓	✓	✓
Mauritania	✓						
Morocco	✓	✓	✓	✓	✓	✓	

Table C5

Your organization provides any of the following services for registration of open vacancies for employers?

(✓ represents a YES in the response)

Country	Registration at PES office	Registration by telephone -Callcenter	Registration by telephone -through placement officer	Registration by post	Registration by email	Registration by Internet
Africa						
Benin	✓	✓	✓	✓	✓	✓
Burkina Faso	✓			✓		✓
Cameroon	✓	✓	✓	✓	✓	✓
Central African Republic	✓	✓	✓	✓	✓	✓
Chad	✓	✓	✓	✓	✓	✓
Comores	✓					
Congo, Democratic Republic of	✓			✓		
Congo, République du	✓	✓	✓	✓		
Gabon	✓	✓	✓	✓	✓	
Guinea	✓	✓	✓	✓	✓	
Ivory Coast	✓		✓	✓	✓	
Niger	✓	✓	✓	✓		
Togo	✓		✓	✓	✓	✓
America						
Argentina	✓		✓		✓	✓
Bahamas	✓		✓		✓	✓
Barbados	✓		✓	✓	✓	
Bolivia	✓	✓	✓		✓	
Brazil	✓		✓		✓	✓
Canada						✓
Chile	✓					✓
Colombia	✓	✓	✓		✓	✓
Costa Rica	✓	✓	✓		✓	✓
Dominican Republic	✓	✓	✓	✓	✓	✓
Ecuador	✓		✓		✓	✓
El Salvador	✓	✓	✓		✓	
Guatemala	✓		✓		✓	✓
Guyana	✓					
Honduras	✓		✓		✓	✓
Jamaica	✓		✓	✓	✓	✓
Mexico	✓	✓	✓		✓	✓
Panama	✓	✓	✓	✓	✓	✓
Paraguay	✓	✓	✓		✓	
Peru	✓		✓		✓	✓
Suriname	✓		✓			
Trinidad y Tobago	✓	✓	✓		✓	✓
Uruguay	✓		✓		✓	✓
Venezuela	✓					

	Registration at PES office	Registration by telephone -Callcenter	Registration by telephone -through placement officer	Registration by post	Registration by email	Registration by Internet
Europe						
Albania	✓	✓	✓		✓	✓
Armenia	✓		✓		✓	✓
Austria	✓	✓	✓	✓	✓	✓
Belgium (Brussels-Capital Region)	✓	✓	✓	✓	✓	✓
Belgium (Flemish Region)	✓	✓	✓		✓	✓
Belgium (Walloon Region)	✓		✓	✓	✓	✓
Croatia	✓	✓	✓	✓	✓	✓
Czech Republic	✓		✓	✓	✓	✓
Denmark	✓	✓	✓		✓	✓
Finland			✓			✓
France	✓	✓	✓	✓	✓	✓
Germany	✓	✓	✓	✓	✓	✓
Hungary	✓		✓	✓	✓	✓
Lithuania	✓	✓	✓	✓	✓	✓
Macedonia	✓	✓	✓	✓	✓	✓
Moldova	✓	✓	✓	✓	✓	✓
Netherlands						✓
Russia	✓					✓
Serbia	✓	✓	✓	✓	✓	✓
Slovenia	✓	✓	✓	✓	✓	✓
Sweden	✓	✓	✓	✓	✓	✓
Switzerland			✓			✓
Turkey	✓		✓		✓	✓
Ukraine						
United Kingdom	✓	✓			✓	✓
Asia Pacific						
Australia	✓	✓	✓			✓
Cambodia	✓	✓	✓		✓	✓
China	✓	✓	✓		✓	✓
Japan	✓		✓	✓		
New Zealand	✓	✓	✓		✓	✓
Philippines	✓					✓
Thaïland						
Vietnam	✓	✓	✓	✓	✓	✓
Middle East/Arab countries						
Algeria	✓	✓	✓	✓	✓	✓
Mauritania				✓		
Morocco	✓	✓	✓	✓	✓	✓

Table C6

Your organization provides any of the following services to share information about applicants with employer?

(✓ represents a YES in the response)

Country	Access to applicants data bank (incl. contact information) at PES offices	Employer has to contact the responsible PES officer to refer to the applicant	Internet access to applicants/CV data bank with applicants' contact information	Employer can contact the applicant directly (anymous info)
Africa				
Benin		✓		
Burkina Faso		✓	✓	
Cameroon	✓	✓		
Central African Republic	✓			✓
Chad		✓		✓
Comores	✓	✓		✓
Congo, Democratic Republic of				✓
Congo, République du		✓		✓
Gabon				✓
Guinea	✓	✓		✓
Ivory Coast		✓	✓	
Niger	✓	✓		
Togo				✓
America				
Argentina	✓	✓		
Bahamas	✓		✓	✓
Barbados		✓	✓	
Bolivia	✓	✓		✓
Brazil				✓
Canada	✓		✓	
Chile			✓	✓
Colombia	✓	✓	✓	✓
Costa Rica	✓		✓	✓
Dominican Republic	✓		✓	✓
Ecuador		✓	✓	✓
El Salvador		✓		
Guatemala	✓		✓	✓
Guyana	✓	✓		✓
Honduras	✓	✓	✓	✓
Jamaica	✓		✓	✓
Mexico	✓	✓	✓	✓
Panama		✓		
Paraguay	✓	✓		
Peru	✓	✓	✓	✓
Suriname	✓	✓		✓
Trinidad y Tobago	✓		✓	✓
Uruguay				✓
Venezuela		✓		✓

	Access to applicants data bank (incl. contact information) at PES offices	Employer has to contact the responsible PES officer to refer to the applicant	Internet access to applicants/CV data bank with applicants' contact information	Employer can contact the applicant directly (anymous info)
Europe				
Albania			✓	✓
Armenia		✓	✓	
Austria	✓		✓	✓
Belgium (Brussels-Capital Region)	✓	✓	✓	✓
Belgium (Flemish Region)	✓	✓	✓	
Belgium (Walloon Region)		✓		
Croatia	✓	✓	✓	✓
Czech Republic		✓	✓	
Denmark	✓		✓	
Finland			✓	
France	✓	✓	✓	
Germany	✓	✓	✓	✓
Hungary		✓	✓	
Lithuania	✓	✓	✓	
Macedonia	✓	✓	✓	✓
Moldova	✓	✓	✓	
Netherlands	✓	✓	✓	✓
Russia	✓		✓	
Serbia	✓	✓	✓	✓
Slovenia	✓		✓	
Sweden	✓	✓	✓	✓
Switzerland		✓		
Turkey	✓	✓	✓	✓
Ukraine				
United Kingdom	✓		✓	✓
Asia Pacific				
Australia	✓			
Cambodia	✓	✓	✓	✓
China	✓	✓	✓	✓
Japan	✓	✓		✓
New Zealand				✓
Philippines	✓	✓	✓	✓
Thaïland				
Vietnam	✓		✓	✓
Middle East/Arab countries				
Algeria	✓			✓
Mauritania				✓
Morocco		✓		

Table C7

Your organization provides any of the following personal support services for recruitment for employers?

(✓ represents a YES in the response)

Country	Personal support services for recruitment (eye-to-eye) contact at PES office or employer's site	Personal support services for recruitment by telephone -through placement officer	Personal support services for recruitment by telephone -callcenter	Personal support services for recruitment by email/online
Africa				
Benin	✓	✓	✓	
Burkina Faso				
Cameroon	✓	✓	✓	
Central African Republic	✓	✓	✓	
Chad	✓			
Comores	✓			
Congo, Democratic Republic of	✓			
Congo, République du	✓	✓		
Gabon	✓	✓	✓	
Guinea	✓	✓	✓	
Ivory Coast	✓	✓		✓
Niger	✓	✓	✓	
Togo	✓	✓		✓
America				
Argentina	✓	✓		✓
Bahamas	✓	✓		✓
Barbados	✓	✓		
Bolivia	✓	✓	✓	
Brazil	✓	✓		✓
Canada	✓	✓		
Chile				
Colombia	✓	✓	✓	✓
Costa Rica	✓	✓	✓	✓
Dominican Republic	✓	✓	✓	✓
Ecuador	✓	✓		✓
El Salvador	✓	✓		✓
Guatemala	✓	✓		
Guyana	✓	✓	✓	
Honduras	✓	✓		✓
Jamaica	✓	✓		✓
Mexico	✓	✓	✓	✓
Panama	✓	✓	✓	✓
Paraguay	✓	✓		✓
Peru	✓	✓		✓
Suriname	✓	✓		
Trinidad y Tobago	✓	✓	✓	✓
Uruguay	✓	✓		✓
Venezuela	✓			

	Personal support services for recruitment (eye-to-eye) contact at PES office or employer's site	Personal support services for recruitment by telephone -through placement officer	Personal support services for recruitment by telephone -callcenter	Personal support services for recruitment by email/online
Europe				
Albania	✓	✓	✓	✓
Armenia	✓	✓		✓
Austria	✓	✓	✓	✓
Belgium (Brussels-Capital Region)	✓			✓
Belgium (Flemish Region)	✓	✓	✓	✓
Belgium (Walloon Region)	✓	✓		✓
Croatia	✓	✓	✓	✓
Czech Republic	✓	✓		✓
Denmark	✓	✓	✓	✓
Finland	✓	✓	✓	✓
France	✓	✓	✓	✓
Germany	✓	✓	✓	✓
Hungary	✓	✓		✓
Lithuania	✓	✓	✓	✓
Macedonia	✓	✓	✓	✓
Moldova	✓	✓	✓	
Netherlands		✓		✓
Russia				
Serbia	✓			✓
Slovenia	✓	✓	✓	✓
Sweden	✓	✓	✓	✓
Switzerland	✓	✓		✓
Turkey	✓	✓		✓
Ukraine				
United Kingdom	✓	✓	✓	✓
Asia Pacific				
Australia	✓	✓	✓	✓
Cambodia	✓	✓	✓	✓
China	✓	✓	✓	✓
Japan	✓	✓		
New Zealand	✓	✓	✓	✓
Philippines	✓	✓		✓
Thaïland				
Vietnam	✓	✓	✓	✓
Middle East/Arab countries				
Algeria	✓	✓		
Mauritania	✓		✓	
Morocco	✓	✓	✓	✓

Table C8

Your organization provides any of the following special services for employers?

(✓ represents a YES in the response)

Country	(Pre-)selection of suitable candidates and proposal to employer by the PES staff	Computerized matching between jobseeker/ vacancy	Group information for suitable workers commissioned by employer	Targeted site visits in selected companies/ branches to raise demand and to develop specific service packages	Organization of job-fairs	Customer segmentation: different service levels/depths for different customer groups	Personal PES advice/ support in case of company crisis (e.g. employment maintenance but also organisation of lay-offs etc.)
Africa							
Benin	✓		✓	✓	✓	✓	✓
Burkina Faso	✓						
Cameroon	✓	✓	✓		✓	✓	✓
Central African Republic	✓		✓	✓	✓	✓	✓
Chad	✓			✓	✓		
Comores	✓	✓			✓		
Congo, Democratic Republic of	✓			✓	✓	✓	
Congo, République du	✓	✓					
Gabon	✓	✓		✓	✓	✓	✓
Guinea	✓			✓	✓	✓	✓
Ivory Coast	✓			✓	✓		
Niger	✓				✓		
Togo	✓		✓	✓	✓		✓
America							
Argentina	✓	✓	✓	✓		✓	✓
Bahamas	✓				✓		
Barbados	✓		✓		✓		✓
Bolivia	✓		✓		✓		
Brazil	✓	✓	✓		✓	✓	
Canada	✓			✓	✓	✓	✓
Chile					✓		
Colombia	✓	✓	✓		✓	✓	
Costa Rica	✓	✓	✓	✓	✓	✓	✓
Dominican Republic	✓	✓	✓				
Ecuador	✓	✓	✓	✓	✓	✓	✓
El Salvador	✓		✓	✓	✓		
Guatemala		✓		✓	✓		
Guyana	✓			✓	✓		
Honduras	✓				✓		
Jamaica	✓	✓	✓	✓		✓	
Mexico	✓	✓	✓	✓	✓	✓	✓
Panama	✓				✓		
Paraguay	✓	✓	✓	✓	✓	✓	✓
Peru	✓	✓	✓	✓	✓		
Suriname	✓						
Trinidad y Tobago	✓	✓	✓	✓			✓
Uruguay	✓	✓	✓				
Venezuela						✓	

	(Pre-)selection of suitable candidates and proposal to employer by the PES staff	Computerized matching between jobseeker/ vacancy	Group information for suitable workers commissioned by employer	Targeted site visits in selected companies/ branches to raise demand and to develop specific service packages	Organization of job-fairs	Customer segmentation: different service levels/depths for different customer groups	Personal PES advice/ support in case of company crisis (e.g. employment maintenance but also organisation of lay-offs etc.)
Europe							
Albania	✓		✓	✓	✓	✓	✓
Armenia	✓	✓	✓		✓		✓
Austria	✓	✓	✓	✓	✓	✓	✓
Belgium (Brussels-Capital Region)	✓	✓	✓		✓	✓	✓
Belgium (Flemish Region)	✓	✓		✓	✓	✓	
Belgium (Walloon Region)		✓	✓	✓	✓	✓	✓
Croatia	✓	✓	✓	✓	✓	✓	✓
Czech Republic	✓	✓	✓		✓	✓	✓
Denmark	✓	✓	✓	✓	✓	✓	✓
Finland	✓		✓	✓	✓	✓	✓
France	✓	✓	✓	✓	✓	✓	✓
Germany	✓	✓	✓	✓	✓	✓	✓
Hungary	✓	✓	✓	✓	✓		✓
Lithuania	✓	✓	✓	✓	✓		✓
Macedonia	✓	✓	✓	✓	✓	✓	✓
Moldova	✓	✓	✓	✓	✓		✓
Netherlands	✓	✓	✓	✓	✓	✓	✓
Russia		✓			✓		
Serbia	✓	✓	✓	✓	✓		
Slovenia	✓	✓	✓	✓	✓	✓	✓
Sweden	✓	✓	✓	✓	✓	✓	✓
Switzerland	✓	✓		✓	✓	✓	✓
Turkey	✓	✓	✓	✓	✓		✓
Ukraine							
United Kingdom	✓	✓	✓	✓	✓	✓	✓
Asia Pacific							
Australia	✓	✓	✓	✓	✓	✓	✓
Cambodia	✓	✓	✓	✓	✓	✓	
China	✓	✓	✓	✓	✓	✓	✓
Japan	✓	✓			✓		✓
New Zealand	✓	✓		✓	✓		
Philippines	✓	✓			✓		✓
Thaïland							
Vietnam	✓	✓	✓	✓	✓	✓	✓
Middle East/Arab countries							
Algeria	✓	✓	✓	✓	✓	✓	✓
Mauritania	✓	✓					
Morocco	✓	✓	✓	✓	✓	✓	

Table C9

Your organization provides any of the following services involving processing and providing labor market information?

(✓ represents a YES in the response)

Country	Labour market statistics at national level	Labour market statistics at regional level units	Labour market statistics at local level/units	Labour market statistics for the government and/or statistical nstitutions	Labour market information to the general through paper eaflets/ brochures	Labour market information to the general through Internet website	Labour market information to the general through Internet download options	Labour market research (beyond monitoring of labour market development)	PES is a member of an employment observatory
Africa									
Benin	✓		✓	✓	✓	✓	✓		✓
Burkina Faso	✓	✓		✓	✓	✓			✓
Cameroon	✓	✓	✓	✓	✓	✓	✓	✓	
Central African Republic	✓	✓		✓	✓	✓	✓	✓	
Chad	✓		✓						✓
Comores	✓	✓		✓				✓	✓
Congo, Democratic Republic of	✓			✓					
Congo, République du	✓	✓		✓	✓				
Gabon	✓			✓	✓				
Guinea	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ivory Coast	✓	✓	✓	✓	✓	✓	✓	✓	✓
Niger	✓			✓	✓				✓
Togo	✓			✓	✓	✓	✓		
America									
Argentina	✓		✓	✓	✓	✓	✓	✓	
Bahamas	✓		✓	✓	✓	✓	✓		
Barbados									
Bolivia	✓			✓	✓	✓		✓	✓
Brazil	✓			✓	✓	✓	✓	✓	✓
Canada	✓	✓		✓		✓	✓	✓	
Chile	✓	✓							
Colombia					✓	✓		✓	✓
Costa Rica				✓				✓	✓
Dominican Republic	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ecuador				✓				✓	
El Salvador	✓	✓	✓	✓	✓	✓	✓	✓	✓
Guatemala	✓	✓	✓	✓	✓	✓	✓	✓	
Guyana	✓	✓	✓	✓	✓			✓	
Honduras									
Jamaica	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mexico	✓	✓			✓	✓	✓	✓	✓
Panama	✓	✓	✓	✓	✓	✓	✓	✓	✓
Paraguay	✓			✓	✓			✓	✓
Peru									
Suriname				✓		✓		✓	
Trinidad y Tobago	✓	✓	✓	✓					
Uruguay									
Venezuela	✓	✓	✓	✓				✓	✓

	Labour market statistics at national level	Labour market statistics at regional level units	Labour market statistics at local level/units	Labour market statistics for the government and/or statistical nstitutions	Labour market information to the general through paper eaflets/ brochures	Labour market information to the general through Internet website	Labour market information to the general through Internet download options	Labour market research (beyond monitoring of labour market development)	PES is a member of an employment observatory
Europe									
Albania	✓	✓	✓	✓	✓	✓	✓	✓	
Armenia	✓	✓	✓	✓		✓		✓	
Austria	✓	✓	✓	✓	✓	✓	✓	✓	
Belgium (Brussels-Capital Region)		✓	✓	✓		✓	✓	✓	
Belgium (Flemish Region)		✓	✓	✓	✓	✓	✓	✓	✓
Belgium (Walloon Region)	✓	✓	✓	✓	✓	✓	✓	✓	✓
Croatia	✓	✓	✓	✓	✓	✓	✓	✓	✓
Czech Republic	✓	✓	✓	✓		✓	✓	✓	✓
Denmark	✓	✓	✓	✓	✓	✓	✓	✓	
Finland	✓	✓	✓	✓	✓	✓	✓	✓	✓
France	✓	✓	✓	✓	✓	✓	✓	✓	✓
Germany	✓	✓	✓	✓	✓	✓	✓	✓	
Hungary	✓	✓	✓	✓	✓	✓	✓	✓	✓
Lithuania	✓	✓	✓	✓	✓	✓	✓		
Macedonia	✓	✓	✓	✓	✓	✓	✓	✓	
Moldova	✓		✓	✓	✓	✓	✓	✓	
Netherlands	✓	✓	✓	✓		✓	✓	✓	
Russia	✓					✓	✓		
Serbia	✓	✓	✓	✓	✓	✓	✓	✓	
Slovenia	✓	✓	✓	✓	✓	✓	✓		
Sweden	✓	✓	✓	✓	✓	✓	✓	✓	
Switzerland	✓	✓		✓	✓	✓	✓	✓	✓
Turkey	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ukraine									
United Kingdom	✓	✓	✓	✓		✓	✓	✓	✓
Asia Pacific									
Australia	✓	✓	✓	✓	✓	✓	✓	✓	
Cambodia	✓	✓	✓	✓	✓	✓	✓	✓	
China	✓	✓	✓	✓	✓	✓	✓	✓	✓
Japan	✓	✓	✓		✓	✓	✓	✓	✓
New Zealand									
Philippines	✓	✓	✓	✓	✓	✓	✓	✓	✓
Thaïland									
Vietnam	✓		✓	✓	✓	✓	✓	✓	✓
Middle East/Arab countries									
Algeria	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mauritania	✓	✓		✓	✓			✓	✓
Morocco	✓	✓	✓	✓	✓	✓		✓	✓

Table C10

Your organization provides any of the following active labor market policy measures/programs?

(✓ represents a YES in the response)

Country	General vocational guidance (i.e. counseling/ advice) for young people (school-to-work transition) and adults	PES/organisation itself is active as provider of vocational training measures (focus qualications/ competencies)	Funding and/or referral of vocational training sessions provided by evternal training organisations	Work testing/ placement into temporary work trial	Self-employment schemes/business start-up	Wage cost subsidies to promote recruitment of unemployed persons	Job creation measures as additional (public) employment in restricted target areas	Employment maintenance measures (short time work schemes etc) for workers running the risk of ecomic layoff	Programmes to promote the mobility of workers
Africa									
Benin	✓		✓	✓	✓	✓			✓
Burkina Faso		✓			✓				
Cameroon	✓	✓	✓	✓	✓		✓		✓
Central African Republic	✓	✓	✓		✓		✓		
Chad	✓	✓	✓	✓	✓				
Comores	✓	✓			✓				
Congo, Democratic Republic of		✓		✓	✓		✓		
Congo, République du		✓	✓		✓	✓			
Gabon	✓		✓	✓			✓		✓
Guinea	✓	✓	✓	✓	✓				
Ivory Coast	✓	✓	✓		✓	✓			
Niger	✓	✓	✓		✓				
Togo	✓		✓	✓	✓				
America									
Argentina	✓		✓	✓	✓	✓		✓	✓
Bahamas	✓							✓	✓
Barbados	✓								✓
Bolivia			✓			✓			
Brazil		✓			✓			✓	
Canada	✓							✓	✓
Chile	✓	✓				✓		✓	
Colombia	✓	✓	✓	✓	✓				✓
Costa Rica	✓	✓	✓	✓				✓	
Dominican Republic			✓	✓	✓	✓			
Ecuador	✓	✓	✓					✓	
El Salvador	✓			✓	✓				✓
Guatemala		✓	✓	✓	✓	✓			
Guyana		✓	✓						
Honduras	✓		✓			✓			✓
Jamaica	✓			✓					✓
Mexico	✓		✓	✓	✓			✓	✓
Panama	✓	✓		✓	✓				
Paraguay	✓	✓		✓	✓				
Peru									
Suriname	✓		✓		✓		✓		
Trinidad y Tobago	✓								
Uruguay	✓					✓			
Venezuela	✓	✓							

	General vocational guidance (i.e. counseling/ advice) for young people (school-to-work transition) and adults	PES/organisation itself is active as provider of vocational training measures (focus qualications/ competencies)	Funding and/or referral of vocational training sessions provided by external training organisations	Work testing/ placement into temporary work trial	Self-employment schemes/business start-up	Wage cost subsidies to promote recruitment of unemployed persons	Job creation measures as additional (public) employment in restricted target areas	Employment maintenance measures (short time work schemes etc) for workers running the risk of ecomic layoff	Programmes to promote the mobility of workers
Europe									
Albania	✓	✓	✓			✓			✓
Armenia	✓		✓	✓	✓	✓		✓	✓
Austria	✓	✓	✓	✓	✓	✓	✓	✓	✓
Belgium (Brussels-Capital Region)	✓	✓	✓		✓	✓	✓	✓	✓
Belgium (Flemish Region)	✓	✓	✓	✓		✓	✓	✓	✓
Belgium (Walloon Region)	✓	✓	✓			✓	✓	✓	✓
Croatia	✓		✓		✓	✓	✓	✓	
Czech Republic	✓	✓	✓	✓	✓	✓		✓	✓
Denmark	✓		✓	✓		✓	✓	✓	✓
Finland	✓		✓	✓	✓	✓	✓	✓	✓
France	✓	✓	✓	✓	✓	✓	✓	✓	✓
Germany	✓		✓	✓	✓	✓	✓		✓
Hungary	✓		✓		✓	✓	✓	✓	✓
Lithuania	✓		✓		✓	✓	✓	✓	✓
Macedonia	✓	✓	✓	✓	✓	✓	✓	✓	✓
Moldova	✓	✓	✓						
Netherlands	✓		✓	✓	✓	✓			✓
Russia									
Serbia	✓	✓	✓		✓	✓	✓		✓
Slovenia	✓		✓	✓		✓	✓		✓
Sweden	✓	✓	✓	✓	✓	✓	✓	✓	✓
Switzerland	✓	✓	✓	✓	✓	✓			✓
Turkey	✓		✓	✓	✓	✓	✓	✓	
Ukraine									
United Kingdom			✓	✓	✓	✓			
Asia Pacific									
Australia	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cambodia	✓			✓	✓				
China	✓	✓	✓	✓	✓	✓	✓	✓	✓
Japan	✓		✓	✓			✓	✓	✓
New Zealand	✓		✓		✓	✓			
Philippines	✓	✓	✓		✓	✓	✓	✓	✓
Thaïland									
Vietnam	✓	✓	✓	✓	✓	✓	✓	✓	✓
Middle East/Arab countries									
Algeria	✓		✓						
Mauritania	✓	✓	✓	✓	✓	✓			
Morocco	✓	✓	✓		✓	✓			

Table C11

Your organization provides any of the following services targeted at special groups very often facing strong barriers to employment?

(✓ represents a YES in the response)

Country	Promotion of labour market integration of young people (age < 25)	Programmes for older jobseekers (> 50 y)	Lone parents	Women: general employment promotion	Programmes for the disabled/ handicapped	Immigrants/ migrants	Long-term unemployed	Ethnic mirities/ aboriginal communities
Africa								
Benin	✓			✓	✓	✓	✓	
Burkina Faso	✓			✓	✓			
Cameroon	✓	✓		✓	✓	✓	✓	
Central African Republic	✓	✓		✓		✓		
Chad	✓						✓	
Comores	✓			✓				
Congo, Democratic Republic of								
Congo, République du	✓			✓	✓	✓		
Gabon	✓					✓		
Guinea	✓			✓	✓	✓	✓	✓
Ivory Coast	✓	✓		✓	✓	✓	✓	
Niger	✓				✓		✓	
Togo							✓	
America								
Argentina	✓	✓	✓	✓	✓	✓	✓	✓
Bahamas								
Barbados					✓			
Bolivia	✓			✓			✓	
Brazil	✓				✓	✓		
Canada	✓	✓			✓	✓		✓
Chile	✓			✓				✓
Colombia	✓			✓	✓	✓	✓	✓
Costa Rica	✓	✓	✓	✓	✓	✓		✓
Dominican Republic	✓		✓	✓	✓		✓	
Ecuador	✓	✓	✓	✓	✓	✓	✓	✓
El Salvador	✓	✓	✓	✓	✓	✓		✓
Guatemala	✓			✓		✓		
Guyana				✓		✓	✓	✓
Honduras	✓			✓	✓			
Jamaica								
Mexico	✓	✓	✓	✓	✓	✓		✓
Panama	✓				✓			
Paraguay				✓	✓			
Peru	✓	✓	✓	✓	✓	✓		
Suriname								
Trinidad y Tobago	✓	✓	✓	✓	✓	✓		
Uruguay	✓					✓	✓	
Venezuela	✓			✓	✓	✓	✓	✓

	Promotion of labour market integration of young people (age < 25)	Programmes for older jobseekers (> 50 y)	Lone parents	Women: general employment promotion	Programmes for the disabled/ handicapped	Immigrants/ migrants	Long-term unemployed	Ethnic mirities/ aboriginal communities
Europe								
Albania	✓	✓	✓	✓	✓	✓	✓	✓
Armenia	✓			✓	✓	✓	✓	
Austria	✓	✓	✓	✓	✓	✓	✓	✓
Belgium (Brussels-Capital Region)	✓	✓	✓	✓	✓	✓		
Belgium (Flemish Region)	✓	✓	✓	✓	✓	✓	✓	✓
Belgium (Walloon Region)	✓	✓	✓	✓	✓	✓	✓	
Croatia	✓	✓	✓	✓	✓	✓	✓	✓
Czech Republic	✓	✓	✓	✓	✓	✓	✓	
Denmark	✓	✓	✓	✓	✓	✓	✓	✓
Finland	✓	✓			✓	✓	✓	✓
France	✓	✓		✓	✓	✓	✓	
Germany	✓	✓	✓	✓	✓	✓	✓	
Hungary	✓	✓	✓	✓	✓	✓	✓	✓
Lithuania	✓	✓		✓	✓	✓	✓	✓
Macedonia	✓	✓	✓	✓	✓		✓	✓
Moldova	✓	✓	✓	✓	✓	✓	✓	✓
Netherlands		✓			✓		✓	
Russia								
Serbia	✓	✓	✓	✓	✓	✓	✓	
Slovenia	✓	✓		✓	✓	✓	✓	
Sweden	✓				✓	✓	✓	
Switzerland	✓	✓				✓	✓	
Turkey	✓			✓	✓	✓	✓	
Ukraine								
United Kingdom	✓		✓		✓	✓	✓	
Asia Pacific								
Australia	✓	✓	✓	✓	✓	✓	✓	✓
Cambodia	✓	✓		✓	✓	✓		
China	✓	✓		✓	✓	✓	✓	✓
Japan	✓	✓		✓				
New Zealand	✓	✓	✓	✓	✓		✓	✓
Philippines	✓		✓	✓	✓	✓	✓	
Thaïland								
Vietnam	✓			✓	✓	✓		✓
Middle East/Arab countries								
Algeria	✓	✓	✓	✓	✓	✓	✓	
Mauritania	✓	✓		✓	✓		✓	
Morocco	✓				✓	✓	✓	

Table C12

Your organization manages the jobseekers' unemployment benefits and/or jobseekers' basic allowances?

(✓ represents a YES in the response)

Country	Management of unemployment benefits (as a rule based on entitlements)	Management of jobseekers allowances / basic income support for jobseekers (as a rule means-tested)	Management of social assistance allowances or related additional allowances
Africa			
Benin			
Burkina Faso			
Cameroon			
Central African Republic			
Chad			
Comores			
Congo, Democratic Republic of			
Congo, République du			
Gabon			
Guinea			
Ivory Coast	✓	✓	
Niger			
Togo		✓	
America			
Argentina	✓	✓	
Bahamas			
Barbados			
Bolivia			
Brazil	✓		✓
Canada	✓		
Chile			
Colombia	✓		
Costa Rica		✓	✓
Dominican Republic			
Ecuador			
El Salvador			
Guatemala			
Guyana			✓
Honduras			
Jamaica			
Mexico			
Panama			
Paraguay			
Peru			
Suriname			
Trinidad y Tobago			
Uruguay			
Venezuela	✓		

	Management of unemployment benefits (as a rule based on entitlements)	Management of jobseekers allowances / basic income support for jobseekers (as a rule means-tested)	Management of social assistance allowances or related additional allowances
Europe			
Albania	✓		✓
Armenia			
Austria	✓		
Belgium (Brussels-Capital Region)			
Belgium (Flemish Region)			
Belgium (Walloon Region)			
Croatia	✓		
Czech Republic	✓	✓	✓
Denmark		✓	✓
Finland			
France	✓	✓	✓
Germany	✓	✓	✓
Hungary		✓	✓
Lithuania			
Macedonia	✓		
Moldova	✓	✓	
Netherlands	✓		
Russia	✓		
Serbia	✓		
Slovenia	✓		
Sweden			
Switzerland	✓		
Turkey	✓		
Ukraine			
United Kingdom	✓	✓	✓
Asia Pacific			
Australia			
Cambodia			
China	✓	✓	
Japan	✓		
New Zealand	✓	✓	✓
Philippines			
Thaïland			
Vietnam	✓		
Middle East/Arab countries			
Algeria			
Mauritania			
Morocco			

Table C13

Your organization is in charge of any of the following services for transnational placement and assistance to labor migration?

(✓ represents a YES in the response)

Country	Job offers abroad	Information and advice for finding jobs abroad	Assistance to foreign employers looking for migrant workers	Assistance to foreign workers already resi-ding in the country	Assistance to migrant returnees
Africa					
Benin	✓	✓	✓	✓	✓
Burkina Faso				✓	
Cameroon	✓	✓	✓	✓	✓
Central African Republic	✓	✓	✓	✓	✓
Chad				✓	
Comores					
Congo, Democratic Republic of					
Congo, République du					
Gabon					✓
Guinea	✓	✓	✓	✓	✓
Ivory Coast			✓	✓	✓
Niger				✓	
Togo	✓				
America					
Argentina				✓	
Bahamas					
Barbados	✓	✓	✓	✓	✓
Bolivia					
Brazil				✓	✓
Canada					
Chile					
Colombia	✓	✓			✓
Costa Rica				✓	
Dominican Republic	✓		✓		✓
Ecuador	✓				✓
El Salvador	✓		✓		✓
Guatemala	✓	✓			✓
Guyana					
Honduras	✓		✓		
Jamaica	✓	✓	✓		
Mexico	✓	✓	✓	✓	✓
Panama				✓	
Paraguay					
Peru		✓		✓	✓
Suriname					
Trinidad y Tobago	✓		✓		✓
Uruguay				✓	✓
Venezuela			✓		

	Job offers abroad	Information and advice for finding jobs abroad	Assistance to foreign employers looking for migrant workers	Assistance to foreign workers already residing in the country	Assistance to migrant returnees
Europe					
Albania	✓	✓	✓	✓	✓
Armenia		✓		✓	✓
Austria	✓	✓	✓	✓	✓
Belgium (Brussels-Capital Region)	✓	✓	✓		✓
Belgium (Flemish Region)	✓	✓		✓	✓
Belgium (Walloon Region)	✓	✓	✓	✓	✓
Croatia	✓	✓	✓	✓	✓
Czech Republic	✓	✓	✓	✓	✓
Denmark	✓	✓	✓	✓	✓
Finland	✓	✓	✓	✓	✓
France	✓	✓	✓	✓	✓
Germany	✓	✓	✓	✓	✓
Hungary	✓	✓	✓	✓	
Lithuania	✓	✓	✓		
Macedonia	✓	✓		✓	
Moldova	✓	✓	✓	✓	✓
Netherlands	✓	✓	✓	✓	
Russia					
Serbia	✓	✓	✓	✓	✓
Slovenia	✓	✓	✓	✓	
Sweden	✓	✓	✓	✓	
Switzerland	✓	✓			✓
Turkey	✓			✓	✓
Ukraine					
United Kingdom	✓	✓	✓		
Asia Pacific					
Australia					
Cambodia		✓		✓	
China					✓
Japan				✓	
New Zealand					
Philippines	✓	✓	✓	✓	✓
Thaïland					
Vietnam		✓			✓
Middle East/Arab countries					
Algeria		✓	✓	✓	✓
Mauritania	✓	✓	✓	✓	✓
Morocco	✓	✓	✓	✓	✓

Annex D: Country Profiles Sources and Definitions

Population (Total)

Definition

Total population is based on the de facto definition of population, which counts all residents regardless of legal status or citizenship -- except for refugees not permanently settled in the country of asylum, who are generally considered part of the population of their country of origin. The values shown are mid-year estimates.

Source

(1) United Nations Population Division, World Population Prospects; (2) United Nations Statistical Division, Population and Vital Statistics Report (various years); (3) Census reports and other statistical publications from national statistical offices; (4) Eurostat, Demographic Statistics; (5) Secretariat of the Pacific Community, Statistics and Demography Program; and (6) U.S. Census Bureau, International Database.

GDP Per Capita

Definition

GDP per capita is gross domestic product divided by mid-year population. GDP is the sum of gross value added by all resident producers in the economy plus any product taxes and minus any subsidies not included in the value of the products. It is calculated without making deductions for depreciation of fabricated assets or for depletion and degradation of natural resources. Data are in constant 2005 U.S. dollars.

Source

World Bank, national accounts data; and OECD, national accounts data files.

Total Unemployment Rate

Definition

Unemployment refers to the share of the labor force that is without work but available for and seeking employment.

Source

International Labor Organization (ILO), Key Indicators of the Labor Market Database.

Female Unemployment Rate (Percent of the Female Labor Force)

Definition

Female unemployment (percent of female labor force).

Source

World Development Database, modeled ILO estimate.

Unemployment Rate, Male Youth (Percent of Male Labor Force Ages 15-24)

Definition

Unemployment, male youth (percent of male labor force ages 15-24).

Source

World Development Database, modeled ILO estimate.

Unemployment Rate, Female Youth (Percent of Female Labor Force Ages 15-24)

Definition

Unemployment, female youth (percent of female labor force ages 15-24).

Source

World Development Database, modeled ILO estimate.

Employment in Agriculture (Percent of Total Employment)

Definition

Employees are people who work for a public or private employer and receive remuneration in wages, salary, commission, tips, piece rates, or pay in kind. Agriculture corresponds to division 1 (ISIC revision 2) or tabulation categories A and B (ISIC revision 3) and includes hunting, forestry, and fishing.

Source

International Labor Organization, Key Indicators of the Labor Market Database.

Employment in Industry (Percent of Total Employment)

Definition

Employees are people who work for a public or private employer and receive remuneration in wages, salary, commission, tips, piece rates, or pay in kind. Industry corresponds to divisions 2-5 (ISIC revision 2) or tabulation categories C-F (ISIC revision 3) and includes mining and quarrying (including oil production), manufacturing, construction, and public utilities (electricity, gas, and water).

Source

International Labor Organization, Key Indicators of the Labor Market Database.

Employment in Services (Percent of Total Employment)

Definition

Employees are people who work for a public or private employer and receive remuneration in wages, salary, commission, tips, piece rates, or pay in kind. Services correspond to divisions 6-9 (ISIC revision 2) or tabulation categories G-P (ISIC revision 3) and include wholesale and retail trade and restaurants and hotels; transport, storage, and communications; financing, insurance, real estate, and business services; and community, social, and personal services.

Source

International Labor Organization, Key Indicators of the Labor Market Database.

Employment Growth in Agriculture

Definition

Percentage point difference of employment in agriculture between most recent year available and reference year 10 years ago.

Source

Own calculations based on data from the International Labor Organization, Key Indicators of the Labor Market Database.

Employment Growth in Industry

Definition

Percentage point difference of employment in industry between most recent year available and reference year 10 years ago.

Source

Own calculations based on data from the International Labor Organization, Key Indicators of the Labor Market Database.

Employment Growth in Services

Definition

Percentage point difference of employment in services between most recent year available and reference year 10 years ago.

Source

Own calculations based on data from the International Labor Organization, Key Indicators of the Labor Market Database.

Features of the Public Employment Service Profiles

Source

The information in the remaining sections is compiled based on data from the WAPES 2011 and WAPES-IDB 2014 Surveys.

[Questions 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 112, 204, 206, 301, 302, 401, 501, 502, 601, 701.]

The World Association of Public Employment Services (WAPES) is a global, not-for-profit organisation of public employment services, with over 90 members from the world regions: Africa, Asia-Pacific, Americas, Europe, and Middle-East-North Africa.

WAPES is a platform for exchanging experiences and knowledge and a global speaking partner in the field of employment and labour market issues. Within its capacity-building for members, it organises conferences, workshops, peer reviews, trainings, study visits and other consultancies as well as studies and surveys on public employment service's strategy and performance.

WAPES was founded in 1988.

For more information on WAPES, please visit www.wapes.org

Established in 1959, the Inter-American Development Bank (IDB) is the leading source of development financing for Latin America and the Caribbean, with a strong commitment to achieve measurable results, increased integrity, transparency and accountability. We have an evolving reform agenda that seeks to increase our development impact in the region. Partnering with Governments, autonomous public institutions and the private sector, the IDB seeks to eliminate poverty and inequality, and promotes sustainable economic growth.

Through the "Technical Support Network to Employment Services in Latin America and the Caribbean" (Red SEALC, for its initials in Spanish), the IDB Labor Markets and Social Security Unit generates knowledge and supports the design and implementation of programs to strengthen the institutional capacity of public employment services.

For more information on the IDB, please visit www.iadb.org/labor/

The OECD is a unique forum where governments work together to address the economic, social and environmental challenges of globalisation. The OECD is also at the forefront of efforts to understand and to help governments respond to new developments and concerns, such as corporate governance, the information economy and the challenges of an ageing population. The Organisation provides a setting where governments can compare policy experiences, seek answers to common problems, identify good practice and work to co-ordinate domestic and international policies.

The OECD member countries are: Australia, Austria, Belgium, Canada, Chile, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Japan, Korea, Luxembourg, Mexico, the Netherlands, New Zealand, Norway, Poland, Portugal, the Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Turkey, the United Kingdom and the United States. The European Union takes part in the work of the OECD.

For more information on the OECD, please visit www.oecd.org

The OECD Programme on Local Economic and Employment Development (LEED) has advised governments and communities since 1982 on how to respond to economic change and tackle complex problems in a fast-changing world. Its mission is to contribute to the creation of more and better quality jobs through more effective policy implementation, innovative practices, stronger capacities and integrated strategies at the local level. LEED draws on a comparative analysis of experience from the five continents in fostering economic growth, employment and inclusion.

For more information on the LEED Programme, please visit www.oecd.org/cfe/leed.

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