Country Report

Hungary

Client: European Commission

Rotterdam, London, 11 November 2011

Country Report PES PMS

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ECORYS

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ECORYS Nederland BV
Watermanweg 44
3067 GG Rotterdam

P.O. Box 4175
3006 AD Rotterdam
The Netherlands

T +31 (0)10 453 88 00
F +31 (0)10 453 07 68
E netherlands@ecorys.com
Registration no. 24316726

W www.ecorys.nl

Ecorys Labour & Social Policy
T +31 (0)10 453 88 05
F +31 (0)10 453 88 34

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Summary

ID	
Country	Hungary
Name PES	NFSZ (National Employment Service- NES)
Name researcher	MC
Additional remarks (e.g. source gaps, problems, challenges)	Country visited

1 Background information

General information PES		Source*
Mission & tasks & targets	Mission 1: Enlargement of employment, to increase the employment rate, arrange public work programs and make them accepted in the society; Mission 2: Improving the employability and adaptability of the jobseekers; especially of the vulnerable groups and those who get social assistance; Mission 3: Reinforcement of partnerships and strengthen the links with the employers. For tasks see annex 1.	Management Information Systems, Hungary, 2011.
Organisational setup (nr. of central, regional and local offices)	A new service structure was introduced from 1st January 2011. Employment and social & youth policies were split. National Employment Service (NES) consists of: • 20 County labour centres (LCs) (including capital Budapest) which are part of the County-Level Government Offices (Prefecture) and 170 local offices. These are directed by the Ministry of Public Administration and Justice and partly by the Ministry of the Interior (in the field of public work programs); • National Employment Office (NEO), directed by the Ministry for National Economy (Junior Minister for Employment Policy). [1] The functions of NEO are: provide technical supervision and co-ordination for the technical services and the labour market administration; lay down the principles and main content requirements of the Labour Centres' mandatory internal professional policies; determine professional requirements related to service delivery by the Labour Centres; help perform administrative and service delivery functions by working out procedures, methodological guidelines and professional recommendations; govern and coordinate the accomplishment of labour market programmes and implement labour market programmes. The 20 LCs promote the efficient operation of the labour market segment within their territorial competence, and operate the employment provision system, govern and oversee the activities of the Labour Centre's branch offices and carry out tasks in connection with subsidies for job creation and training.	Interviews.

[1] See new service structure in the App.

General information PES		Source*
	The town-based local offices operating as part of the LCs fulfil client service functions and perform administrative (official) and service tasks to be solved locally. From the 1st January 2012 NEO merged with The Hungarian Labour Inspectorate and the National Institute for Vocational Education.	
Human resources (nr. of staff if possible fte's) Please mention the year	2011: 3816 (preliminary data).	Interviews.
Financial resources (annual budget) Please mention the year	The Hungarian NES's is financed from an independent, so-called Labour Market Fund (LMF) [2]. It's budget for 2011 was 311975,2 Million Ft, and for 2012 is 307632,3 Million Ft.	Interviews.

[2] From 1st January 2012 LMF has a new name: National Employment Found.

Institutional context		Source
How closely linked is the PES to relevant governmental body? (*deconcentration*: is this a part of a ministry, is it a legal form, a separate agency?)	On the basis of the Government Decree 315/2010 (XII. 27.): The NEO is a separately functioning central budget agency managing its own finances and a legal entity operating as a central authority in charge of implementing tasks related to employment policy and labour affairs. LCs are part of the County-Level Government Offices (Prefecture). In addition, different Ministries are responsible for the provision of for the implementation of employment policy and related policies (Ministry for National Economy, Ministry of the Interior, Ministry of National Resources and Ministry of Public Administration and Justice).	Interviews.
How much autonomy is given to regional and local level in PES? (*decentralisation*: who designs budget, the strategy etc.)	The Governing Board of the LMF is a part of the Ministry for National Economy. LMF has a decentralised part, which is delegated to the LCs, and LCs decide on its use in their own competence. Several active labour market tools are centralised and governed by the Ministry of National Economy (e.g. job creation-, preservation subsidies). Recently this decentralized part of LMF has been substituted by the resources of the Social Renewal Operational Programme financing by the European Social Found to an increasing extent.	Interviews.
To what degree are services or tasks outsourced to voluntary or private sector? (*Privatisation*: which services are outsourced and to whom?)	The NES purchases training programs from various providers through public tenders. From 2009 onwards, the NES only conclude contracts with service providers that comply with the certain quality criteria and offer programmes/services with appropriate guarantees. Exact data aren't available about the degree of outsourced services, but this degree has been increasing in the past few years.	Kuddo, A. (2009).// Seven years for development.

Country information		Source
Sending or receiving country?	Static country.	Ecorys.
Background information • % of employment; • % of unemployment; the main challenges on the labour market.	Employment rate (among 15-64): 56.4% (LFS, 2011., III. quarter); Unemployment rate (among 15-64): 10,8% (LFS, 2011. III. quarter); Hungary is confronted with high unemployment rates among youngsters (among 15-24): 26,8% (LFS, 2011. III. quarter).	Eurostat.

2 PES performance measurement systems – Design

Purpose		Source
For which purpose was the performance measurement system established and for which level? (check for accountability; management information)	The system is predominantly intended for management purposes. The NES introduced a system of management by objectives (MBO) started in 2005. This included setting performance indicators that allowed for the evaluation of the achievement of the priority targets. The PMS was expected to improve the planning process. In addition, a system of monitoring of ALMPs was set up to see which programs work and which do not. An IT system that enabled NES staff to identify the results on a monthly basis at local, regional and country level was also introduced for monitoring and evaluation on a monthly basis. Through monitoring, the NES strives to provide extensive information to decision-makers and staff members in various fields and at various levels, on assistance provided to the participants. Therefore, data related to the operation of the measures, of relevance for their effects, must be available continuously.	Yearbook of 2007, 2008; AFSZ (2008); Interviews.

Indicators		Source
What types of indicators are used to measure performance? (in terms of: inputs, outputs, results, impacts)	The performance measurement system includes output (mostly used) and result indicators.	Ecorys.
Which (sub-) indicators are used for each type? (if there many, please put them in an annex)	Cf. annex.	Interviews.
Do indicators presuppose causal relationships (input-output; output-results; results-impact)? How?	The performance measurement system includes a scorecard, but the indicators used are loosely structured and do not presuppose causal relationships.	Interviews.

Targets		Source
Do targets exists, i.e. are indicators quantified? For who are targets set (central office, local offices, individual employees)?	A formal 'performance contract' is once per year agreed with the Ministry of National Economy. This contract contains national target values that are subsequently broken down for LCs and for their offices.	Interviews.
Are targets SMART?	Targets for most indicators are smart.	Interviews.

Tools		Source
Does the PES PMS includes a Data Warehouse (DWH) and to which other administrations is this DWH linked?	Yes, the system includes a DWH. Sources include NES administrative data. NES administrative data contains a jobseekers' register, an unemployment insurance register, ALMPs register and a monitoring database. Individuals can be identified throughout the different datasets via a unique (social security) code, so the datasets can be linked to each other but to other administrative registers outside NES also.	Interviews.
Is a tool (e.g. Balanced Scorecard) for presenting management information available?	Yes, the system also includes a Scoreboards. The Scoreboards allow for a comparison of PES performance between counties: On the one hand, a comparison of counties performance to the target values. On the other hand, a comparison of counties to national averages.	Interviews.

Quality assurance		Source
Is quality of client satisfaction measured? How and frequency?	A customer satisfaction survey is held among jobseekers and employers. Jobseekers are asked to complete the survey 4x per year. Employers are asked annually. NES staff also receives a survey once per year.	Interviews.

Management and support		Source
What are the main data sources of the PMS?	NES administrative data from local offices.	Interviews.
How is data collected and updated?	The data is collected through integrated systems at local offices and stored in a central DWH. Information on NES performance can be generated with the DWH.	Interviews.
Who has access to the data generated by the PMS?	There are different levels of access to the data from the ministers, directors to the employees in the local offices.	Interviews.

Tagging customers		Source
Are customers willing to work abroad or willing to hire foreigners especially tagged in the system?	Yes, employers willing to recruit foreign workers from abroad.	Ecorys websurvey.

Tracking customers		Source
Is contact maintained with clients to ascertain the results of activity/support provided? For example, are any follow-up surveys undertaken?	There exists a follow-up monitoring system to track each participant in the main active labour market tools (like training, public work, wage and contribution type subsides, support to become entrepreneur). These participants are interviewed 180 days after the finishing of the programme.	Interviews.

Influence PES resources on PMS		Source
In which ways and to what extent is the PES PMS influenced by the PES resources, business models and national priorities?	Yes, it is very much influenced by the NES resources, especially the budget of the active measures.	Interviews.

3 PES performance measurement systems - Use

Performance management areas		Source
Is performance measurement being use for the operational, tactical or strategic level? By whom?	Mainly at operational level, the NES uses an MbAO system (Management by Agreed Objectives). In addition, the Hungarian NES maintains a system for maintaining quality in licensed private employment services.	Management Information Systems; Hungary, 2008; DWP, 2009; Interviews.
At which level (s) of the organisation is performance management practiced?	At local, county and national level.	Management Information Systems; Hungary, 2008.
In which management areas (Human resources, Financial resources, Quality management, and Strategy development) are the findings of performance measurement used?	The performance measurement system is not used for the allocation of the resources. At the local level it is used for monitoring, at the central level for the assessment of ALMPs and the monitoring of local offices. At county level, it is used for the development of county employment plans.	Yearbook of 2007, 2008; Interviews.

PES mission and target setting		Source
Please describe the target-setting process: actors involved, frequency, etc.	Targets for the NES are set via a bargaining process. The local unit of NES proposes targets and subsequently bargains about this proposal with the NES at national and county level. It is not only a bottom up system, but an up-bottom one also, as there are also national targets and the local level needs to take these into account.	Interviews.

Benchmarking		Source
Are sub national PES offices benchmarked?	County NES performance is compared in the Scoreboard.	Interviews.

Rewards		Source
Is target-realisation rewarded? How?	Partly. Sometimes has occurred.	Interviews.

4 EURES

Information about EURES		Source
General information about EURES (number fte's, cooperation with PES)	On average, there are between 26 and 30 EURES advisors. The majority works approximately 50% on EURES. The cooperation with the PES depends very much on the directors of the local PES and the local labour market situation. In those areas where unemployment is very high, EURES does not have priority.	Interviews.
Most important stages and tools	Most activities are geared towards the export of labour. Tools include the organisation of job fairs and contacting employers massively via emails.	Interviews.
Assessment of the tools: what works well and why and what needs some improvement	Jobfairs are successful because they provide much information. These tools also enable jobseekers to communicate with EURES advisors face to face. Unfortunately, the media in Hungary do not show much attention to EURES activities.	Interviews.
Which factors facilitate or hinder cross-national placement of individuals by EURES. Describe short their impact	Placements by EURES are hindered because of existing sceptics of employers' towards free service-provision, despite the fact that EURES has the largest vacancy database. The promotion of labour mobility is also hampered by the fact that existing policies are focused on keeping professionals in the country.	Interviews.
Opinion on the current way/form of reporting in the EA Monthly reports? What works well what does not	It is good because it is online and it is an easy way to report. Information about the placements however, doesn't exist.	Interviews.
alternative ways for measuring the performance of EURES (describe shortly)	Successful integrations in the labour market can only be retrieved via surveys at job fairs or the tracking of concrete individual recruitments.	Interviews.
What other data is available for measuring the performance of EURES (other than that included in the monthly reports)?	N.a.	Interviews.
In your opinion, what are (or could be) the best indicators for measuring the impact of EURES on geographical mobility?	Via customer satisfaction surveys.	Interviews.

5 Geographical labour mobility

5.1 Design

Specific to geographical mobility		Source
Is the performance of geographical mobility activities other than EURES assessed?	Not assessed.	Interviews.
Do indicators related to geographical mobility activity exist within the PES performance measurement system?	Such indicators do not exist.	Interviews.
Are targets in place?	No targets.	Interviews.
Does the PES collect any (other) data on geographical mobility activity (i.e. which is not included in the performance measurement system)?	Third country workers are registered via their need for a work permit. Information is generated quarterly: age, educations, profession, branch. In addition, employers are obliged to register EU employees to the NES. This information includes only the profession of the employee and the branch were he/she works. It also contains personal data, and information about the nationality. Besides, many crossborder projects were implemented by the NES in the past few years (e.g. EURES-T Danubius Slovakien, EURES-T Pannonia Austria, Hungarian-Croatian Employment Expert Academy, Hungarian-Austrian Employment Expert Academy, West-Balkan Employment Expert Academy). These projects are assessed on the local level, where they were arranged.	Interviews.
Does the PES also monitor geographical labour mobility on the basis of data provided by another organisation (e.g. statistical office)? Which indicators are used?	No.	Interviews.
Where in the PES is data collected and processed?	A separate ICT system contains the data on work permits of employees from 3rd countries and employer' registrations on their EU employees.	Interviews.
How is quality of service/client satisfaction related to geographical labour mobility activities measured?	N.a.	Interviews.
Is contact maintained with clients to ascertain the results of services related to geographical labour mobility provided? For example, are any follow-up surveys undertaken?	No. The number of persons who got mobility subsidies are quite small, so they aren't included in our monitoring system.	Interviews.

5.2 Use

Specific to geographical mobility		Source
At what organisational level (strategic, operational, etc.) and frequency is the effectiveness of services related geographical mobility monitored?	No measurement of effectiveness.	Interviews.
Is monitoring information or data used to inform future activity/resource allocation?	No.	Interviews.
Are good practices identified and shared? By whom?	No.	Interviews.
Where and when is information on geographical mobility and associated activity used? Is it shared with cross-border/trans-national partners?	Data that is collected is used to monitor stocks and flows of foreign labour force in Hungary.	Interviews.

Annex

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List of indicators

1. The number and ratio of those w ho became employed from the total number of registered jobseekers:
1.1 The total number of registered jobseekers (*);
1.1.1 The number of those w ho got supported employment;
1.1.2 The number of those w ho got non-supported employment;
1.1.3 The total number of those w ho became employed;
1.1.4 The ratio of those w ho got supported employment (%);
1.1.5 The ratio of those w ho got non-supported employment (%);
1.1.6 The ratio of the total number of employed (%).

1.2 The total number of registered jobseekers under 25 (*);
1.2.1 The number of those under 25 w ho got supported employment;
1.2.2 The number of those under 25 w ho got non-supported employment;
1.2.3 The total number of those under 25 w ho became employed;
1.2.4 The ratio of those under 25 w ho got supported employment (%);
1.2.5 The ratio of those under 25 w ho got non-supported employment (%);
1.2.6 The ratio of the total number of employed under 25 (%).

List of indicators
1.3 The total number of registered female jobseekers (*); 1.3.1 The number of female jobseekers w ho got supported employment; 1.3.2 The number of female jobseekers w ho got non-supported employment; 1.3.3 The total number of female jobseekers w ho became employed; 1.3.4 The ratio of female jobseekers w ho got supported employment (%); 1.3.5 The ratio of female jobseekers w ho got non-supported employment (%); 1.3.6 The ratio of the total number of employed female jobseekers (%). 1.4 The total number of registered jobseekers 25 and over (*); 1.4.1 The number of those 25+ w ho got supported employment; 1.4.2 The number of those 25+ w ho got non-supported employment; 1.4.3 The total number of those 25+ w ho became employed; 1.4.4 The ratio of those 25+ w ho got supported employment (%); 1.4.5 The ratio of those 25+ w ho got non-supported employment (%); 1.4.6 The ratio of the total number of employed jobseekers 25 and over (%); 1.5 The total number of registered male jobseekers (*); 1.5.1 The number of male jobseekers w ho got supported employment; 1.5.2 The number of male jobseekers w ho got non-supported employment; 1.5.3 The total number of male jobseekers w ho became employed; 1.5.4 The ratio of male jobseekers w ho got supported employment (%); 1.5.5 The ratio of male jobseekers w ho got non-supported employment (%); 1.5.6 The ratio of the total number of employed male jobseekers (%). Notice: The same indicators are calculated (to help analyses) for four more target groups: the disabled, the long-term jobseekers, the jobseekers over 50 and for the jobseekers w ho get social benefit. 2. The number and ratio of those w ho enter labour market training programmes from the total number of registered jobseekers (*); 2.1 The total number of those w ho entered the labour market training programmes; 2.2 The ratio of those w ho entered the labour market training programmes (%); 2.3 The number of jobseekers under 25 w ho entered l.m. training programmes; 2.4 The ratio of jobseekers under 25 w ho entered l.m. training programmes (%); 2.5 The number of female jobseekers w ho entered l.m. training programmes; 2.6 The ratio of female jobseekers w ho entered l.m. training programmes (%); 2.7 The number of jobseekers 25 and over w ho entered l.m. training programmes; 2.8 The ratio of jobseekers 25+ w ho entered l.m. training programmes (%); 2.9 The number of male jobseekers w ho entered l.m. training programmes; 2.10 The ratio of male jobseekers w ho entered l.m. training programmes (%). Notice: to help analyses indicators are also calculated for the disabled, the long-term jobseekers, for the jobseekers over 50 and for the jobseekers w ho get social benefit. * The total number of registered jobseekers in any given period: the total number of those w ho were registered jobseekers at any point of time w ithin the given period. One person is counted only once even in cases w hen the person entered the registration tw ice or more times. The total numbers of the different groups of jobseekers are estimates in the planning phase. The same figures are used to compute the ratios at indicators #1 and #2. 3. The number of vacancies reported in the period and changes to the previous year; 3.1 Vacancies with support in the current period; 3.1.1 Public w ork vacancies in the current period; 3.2 Change in the no. of supported vacancies compared to previous year (%); 3.3 Vacancies without support in the current period; 3.4 Change in the no. of non-supported vacancies to previous year (%);

List of indicators
3.5 The total number of vacancies in the current period; 3.6 Change in the no. of all vacancies compared to previous year (%). 4. The lifetime of vacancies (in days) A1: 1; 4.1 The average lifetime of supported vacancies; 4.2 The average lifetime of non-supported vacancies 4.3 The average lifetime of all vacancies. 5. Activating indicators: The number and ratio of those who became employed by supporting or who entered labour market training programmes; 5.1 The average number of registered jobseekers (A); 5.2 The average number of those who got supported employment(B); 5.3 The average number of those who got non-supported employment via mediation (C); 5.4. The average number of those who entered the labour market training programmes (D); 5.5. The total number of the activated persons (B+C+D); 5.6. Ratio of activated persons to the average number of registered jobseekers; The same indicators are calculated for long-term jobseekers and for the jobseekers who get social benefit. 6. The number and ratio of ALMP participants who are not registered jobseekers three month; after finishing the programmes (public work excluded) A1: 5,9, A2:6; 6.1 The number of those who finished ALMPs three months earlier; 6.2 The number of those who were not registered after three months; 6.3 The ratio of those who were not registered (%). 7. The indicators of prevention for those under 25 who entered the register 6 months earlier; and for those 25+ who entered the register 12 months earlier; 7.1 The inflow of those under 25, six months earlier; 7.2 The number of those from the inflow who got service(s) during the 6 months; 7.3 The no. of those from the inflow who haven't got services during the 6 months; 7.4 The ratio of those who got service(s), %; 7.5 The ratio of those who haven't got services, %; 7.6 Outflow from the register before the end of the 6th month; 7.7 Remain registered at the end of the 6th month; 7.8 The ratio of outflow , %; 7.9 The ratio of those who remained registered, %; 7.10 Got service(s) from the outflow (persons); 7.11 Got service(s) from the outflow , %; 7.12 Got service(s) from those who remained registered (persons); 7.13 Got service(s) from those who remained registered, %; 7.14 Haven't got services from those who remained registered (persons); 7.15 Haven't got services from those who remained registered, %; 7.16 The ratio of those who got service(s) from those registered at the end, compared to the total inflow , %; 7.17 The ratio of those who haven't got services from those registered at the end, compared to the total inflow ,%; 7.21 The inflow of 25+, twelve months earlier; 7.22 The number of those from the inflow who got service(s) during the first 12 months; 7.23 The no. of those from the inflow who haven't got services during the 12 months; 7.24 Got service(s) from the inflow , %; 7.25 Haven't got services from the inflow , %; 7.26 Outflow (deregistered at the end of the 12th month), persons;

List of indicators
7.27 Remained registered at the end of 12th month, persons;
7.28 Rate of outflow, %;
7.29 Ratio of those who remained registered, %;
7.30 Got service(s) from the outflow, persons;
7.31 Got service(s) from the outflow, %;
7.32 Got service(s) from those who remained registered, persons;
7.33 Got service(s) from those who remained registered, %;
7.34 Haven't got services from those who remained registered, persons;
7.35 Haven't got services from those who remained registered, %;
7.36 The ratio of those who got service(s) and remained registered compared to the total inflow, %;
7.37 The ratio of those who haven't got service(s) and remained registered compared to the total; inflow, %.
8. The indicators of new start (a) for those under 25 who entered the register 6 months earlier and for those 25+ who entered the register 12 months earlier;
8.1 The inflow of those under 25, six months earlier;
8.2 The number of those from the inflow who got ALMP(s) during the 6 months;
8.3 The no. of those from the inflow who haven't got ALMPs during the 6 months;
8.4 The ratio of those who got ALMP(s), %;
8.5 The ratio of those who haven't got ALMPs, %;
8.6 Outflow from the register before the end of the 6th month;
8.7 Remain registered at the end of the 6th month;
8.8 The ratio of outflow, %;
8.9 The ratio of those who remained registered, %;
8.10 Got ALMP(s) from the outflow (persons);
8.11 Got ALMP(s) from the outflow, %;
8.12 Got ALMP(s) from those who remained registered (persons);
8.13 Got ALMP(s) from those who remained registered, %;
8.14 Haven't got ALMPs from those who remained registered (persons);
8.15 Haven't got ALMPs from those who remained registered, %;
8.16 The ratio of those who got ALMP(s) from those registered at the end, compared to the total inflow, %;
8.17 The ratio of those who haven't got ALMPs from those registered at the end, compared to the total inflow, %;
8.21 The inflow of 25+, twelve months earlier;
8.22 The number of those from the inflow who got ALMP(s) during the first 12 months;
8.23 The no. of those from the inflow who haven't got ALMPs during the 12 months;
8.24 Got ALMP(s) from the inflow, %;
8.25 Haven't got ALMPs from the inflow, %;
8.26 Outflow (deregistered at the end of the 12th month), persons;
8.27 Remained registered at the end of 12th month, persons;
8.28 Rate of outflow, %;
8.29 Ratio of those who remained registered, %;
8.30 Got ALMP(s) from the outflow, persons;
8.31 Got ALMP(s) from the outflow, %;
8.32 Got ALMP(s) from those who remained registered, persons;
8.33 Got ALMP(s) from those who remained registered, %;
8.34 Haven't got ALMPs from those who remained registered, persons;
8.35 Haven't got ALMPs from those who remained registered, %;
8.36 The ratio of those who got ALMP(s) and remained registered compared to the total inflow, %;
8.37 The ratio of those who haven't got ALMPs and remained registered compared to the total inflow, %.
Source: Management Information Systems. Benchmarking project, Hungary, 2008.

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P.O. Box 4175
3006 AD Rotterdam
The Netherlands

Watermanweg 44
3067 GG Rotterdam
The Netherlands

T +31 (0)10 453 88 00
F +31 (0)10 453 07 68
E netherlands@ecorys.com

W www.ecorys.nl

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