Country Report

The Netherlands

Client: European Commission

Rotterdam, London, 15 November 2011

Country Report PES PMS

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ECORYS

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Summary

ID	
Country	The Netherlands
Name PES	UWV Werkbedrijf (former CWI)
Name researcher	MC,TV
Additional remarks (e.g. source gaps, problems, challenges)	Country visited

1 Background information

General information PES		Source*
Mission & tasks & targets	The mission of the UWV Werkbedrijf (former CWI) is to strengthen the dynamics of the economy by contributing to the good functioning of the labour market and elevating labour participation, help jobseekers to obtain employment and solve frictions on the labour market, UWV (CWI) is client focused ,innovative and future oriented. Concrete tasks include: Registration of jobseekers, recruitment, filling vacancies, placement and counselling, providing support in benefit claim procedures, handling dismissal procedures, Handling work permits for foreign workers and Assessing eligibility for sheltered employment.	PES benchmarking, 2008.
Organisational setup (nr. of central, regional and local offices)	UWV Werkbedrijf divided the Netherlands into 11 administrative districts. There are 127 local PES offices. In 2015 this will be reduced to 30 regional branches.	http://www.uwv.nl/aboutuwv/ Interviews.
Human resources (nr. of staff if possible fte's) Please mention the year	The UWV as a whole had 19.375 fte in 2010. For the year 2011 the size of staff is expected to be reduced with 5000 – 6000 fte. Cuts in staff will be continued in the years afterwards because of the current crisis.	NRC, 14 maart 2011. UWV annual plan 2010. Interviews.
Financial resources (annual budget) Please mention the year	The budget for 2010 of the whole UWV was 1.974,6 billion Euro. For the UWV Werkbedrijf, the budget consisted of 465 million Euro in 2010 and is expected to be 240 in 2014 due to continued austerity measures.	UWV jaarplan 2010. Interviews.

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?)	UWV Werkbedrijf is a division of UWV. The UWV itself is an independent administrative body (*zelfstandig bestuursorgaan*) that falls under the responsibility of the Ministry of Labour and Social Affairs (MoLSA).	Interviews.
How much autonomy is given to regional and local level in PES? (*decentralisation*: who designs budget, the strategy etc.)	The MoLSA designs the budget and the policy objectives of the UWV through annual plans. All operations of the UWV Werkbedrijf however, are fully governed by an own Central Managing Board. This relative autonomy entails preparing the yearly activity plan, calculating a required budget, and executing the plans/realise targets that are agreed with the Ministry.	Interviews.
To what degree are services or tasks outsourced to voluntary or private sector? (*Privatisation*:	The delivery of reintegration services for the disabled is entirely outsourced to private agencies.	Interviews.

Institutional context		Source
which services are outsourced and to whom?)		

Country information		Source
Sending or receiving country?	Receiving.	
Background information: • % of employment; • % of unemployment.	Employment rate: 74.7% in 2010. Unemployment rate: 5.0% in 2012, January.	Eurostat, 2012.

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 performance measurement system was developed in 2002. Its objectives are: 1) Enhance steering toward results as indicators are focussed on outflow and client satisfaction; 2) Improve accountability for the budget towards government and the society, called 'vertical and horizontal accountability'.	Interviews.

Indicators		Source
What types of indicators are used to measure performance? (in terms of: inputs, outputs, results, impacts)	Performance indicators include output and result indicators.	UWV (2010). Jaarplan 2011.
Which (sub-) indicators are used for each type? (if there many, please put them in an annex)	There are two sets of indicators: one for the government and the other for internal use also called "explaining factors"' (see annex) In the first set the main types concern; E-service towards unemployment benefits clients; service to the jobseekers; indicators concerning benefits for special groups like Wajong (young disabled people) and Wsw (sheltered employment benefit); service to the employers and internal business management. The second set of indicators contains more detailed indicators and also explaining factors. The main indicators are focused on e-services to job seekers, services to jobseekers, special benefits (wajong, wia/wga, woa/waz, wsw) and facilities (see annex).	Interviews.
Do indicators presuppose causal relationships (input-output; output-results; results-impact)? How?	According to the DWP (2009), some process quality measures in the Netherlands are directly related to output measures such as the comprehensive completion/quality of individual dossier/plans or the timeliness of the delivery of key interventions.	DWP, International review, 2009.

Targets		Source
Do targets exists, i.e. are indicators quantified? For who are targets set (central office, local offices, individual employees)?	Yes, performance contracts are concluded between the PES management and the MoLSA on the one hand and local PES offices on the other. These contracts include targets for all indicators.	PES-benchmarking 2008.
Are targets SMART?	Yes most of the indicators are SMART. Most of them are also related to a time frame.	Interviews.

Tools		Source
Does the PES PMS includes a Data Warehouse (DWH) and to which other administrations is this DWH linked?	Yes, a data warehouse is included in the system.	PES-benchmarking 2008.
Is a tool (e.g. Balanced Scorecard) for presenting management information available?	A balanced scorecard is used. It comprises a set of indicators related to the accountability-purpose of the PMS.	Interviews.

Quality assurance		Source
Is quality of client satisfaction measured? How and frequency?	The PMS includes indicators on customer satisfaction of jobseekers and of employers. Customer satisfaction of is measures by an external agency. The following principles are being discussed in the survey: Availability and accessibility of service provision, personal attention, tailored approach, timeliness, clarity.	Interviews.

Management and support		Source
What are the main data sources of the PMS?	The main source of the PMS is administrative data of the UWV Werkbedrijf. This data includes information on ALMPs and PLMPs. Data on customer satisfaction stems from the external agency that undertakes the surveys.	Interviews.
How is data collected and updated?	Data is inserted by front office staff (job coaches). Performance information is furthermore generated through ICT applications.	Interviews.
Who has access to the data generated by the PMS?	Information is available to all PES staff.	Interviews.

Tagging customers		Source
Are customers willing to work abroad or willing to hire foreigners especially tagged in the system?	Yes, jobseekers willing to work abroad; 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?	Tracking customers, for example by phone, is not practiced in the Netherlands. Reasons are particularly related to the administrative burden and associated costs.	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?	Because of continuing austerity measures and the new emphasis on digital service delivery. The PMS will change accordingly.	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?	It is mainly used for tactical reasons by the management: see below.	Interviews.
At which level (s) of the organisation is performance management practiced?	Performance management and the focus on results is practiced since 2002. Before the management was product oriented. Performance information is used for accountability and control at all levels in the organisation in a cascade: directors board, managers and PES front-office staff.	Interviews.
In which management areas (Human resources, Financial resources, Quality management, and Strategy development) are the findings of performance measurement used?	The PMS is used by the managements for reasons related to accountability and also for performance control. It is not used for the allocation of people and budget (human and financial resources). The latter are based on the client inflow.	Interviews.

PES mission and target setting		Source
Please describe the target-setting process: actors involved, frequency, etc.	The targets are proposed by the PES and subsequently discussed with the Ministry of Social Affairs. The ministry usually take over the proposal of the PES for the targets in performance contracts.	Interviews.

Benchmarking		Source
Are sub national PES offices benchmarked?	Local offices are ranked in the weekly quantitative information to Board of Directors of the PES.	PES-benchmarking 2008.

Rewards		Source
Is target-realisation rewarded? How?	N.a.	

4 EURES

Information about EURES		Source
General information about EURES (number fte's, cooperation with PES)	There are currently 16ftes in the UWV Werkbedrijf concerned with EURES, as well as 6 line managers. There is also a national team of 3 ftes that are supported by 2 ftes people. The 16 ftes involved in EURES will stay the same. Cooperation: The integration of EURES in the PES has reached its limits, which is often due to the large workload of regular PES staff. EURES is furthermore one of many activities for PES of which others have a higher priority. The objectives of the PES and of EURES partly differ and core tasks of EURES like information and advice are not considered by the PES as a service. In addition, the client groups are different. The UWV puts emphasis on the job seekers, especially those far removed from the labour market, while EURES also provides services to job changers. The synergy between PES and EURES has nevertheless improved over the last 2 years, partially because EURES NL activities focussed more on matching and placement, which is more in line with the objectives of the PES.	Interviews.
Most important stages and tools	EURES NL focusses on migration of workers (see barriers for the reason). The tools used include: recruitment projects; information provision via DVD, internet, workshops, events like career and emigration fairs; face to face advice for employers and job seekers. EURES applies selective tailoring of its services as much as possible. In the coming period of time some of the EURES services will be transformed into E-services, like is the case for national clients as well.	Interviews.
Assessment of the tools: what works well and why and what needs some improvement.	Recruitment and mediation projects, information provision to employers are working well and have the priority. The web portal could be improved, because online services in general have become more important for PES.	Interviews.
Which factors facilitate or hinder cross-national placement of individuals by EURES. Describe short their impact.	At the moment, EURES is focussing on emigration. Barriers for the inflow of workers include: the attitude of the Dutch employers as they often use other sources to find employees from abroad (temporary agencies for example); some regulations like knowledge workers scheme. Other, more general, barriers include language proficiency and the recognition of qualifications. Also the	Interviews.

Information about EURES		Source
	mismatch between the objectives and target-groups between PES and EURES can be seen as a barrier to labour mobility. Facilitators for the inflow of workers include: the ending of policy restrictions to mobility; the large network of EURES, and the fact that EURES-services are free of charge.	
Opinion on the current way/form of reporting in the EA Monthly reports? What works well what does not.	Interviewees consider the Reports "better than nothing". Yet, it contains only basic information and does not correspondent to the national reports. In addition, not all EURES activities are included in the reports e.g. "maatwerkadvies" (tailored advice). Furthermore, definitions are missing which leads to the fact that items are differently interpreted across the EU.	Interviews.
alternative ways for measuring the performance of EURES (describe shortly)	Alternative method should be more consistent with the activities organised by the EURES services, so these can all be included. Also the report should include the number of hits on the EURES web portal.	Interviews.
What other data is available for measuring the performance of EURES (other than that included in the monthly reports)?	EURES NL does not have a separate measurement instrument, but has some info about the quality of the activities. This could be also mentioned in the Report. EURES quantitative measurement of results is included in the national system (placements and recruitment) and advice activities need to be registered in the national system as well in case the activity takes 15 minutes or more. So, we can generate management information through the systems.	Interviews.
In your opinion, what are (or could be) the best indicators for measuring the impact of EURES on geographical mobility?	Information and advice should be seen as a product and there should be an indicator for that. Right now this is the case on national level. The indicators should take into account the difference in the definitions of mediation on the national and the EU level. Also at the moment EURES is focussing on too many groups Clients and stakeholders). This should be limited. Also an indicator is needed for the groups that are not registered at the UWV but are clients of EURES like job changers and non – beneficiaries. Also there should be an indicator to measure the match between the vacancies and cv on the website. The indicators should also take into account the difference between matching and the actual placement! Some interviewees have argued that only matching and not the actual placement should be the core business of EURES.	Interviews.

5 Geographical labour mobility

5.1 Design

Specific to geographical mobility		Source
Is the performance of geographical mobility activities other than EURES assessed?	In principle it is possible to get information through the system about the number of persons who have been informed about a job position abroad and placements outside the EURES channel. According to the designer of the system, it is nevertheless difficult the asses as the decision to migrate takes sometimes years, while the indicators in the PMS are year based.	Interviews.
Do indicators related to geographical mobility activity exist within the PES performance measurement system?	Yes, both in the systemsonar and WBS.	Interviews.
Are targets in place?	Yes, all regions develop an annual plan including qualitative and quantitative targets. These targets are set up in the framework of the workplan for EURES. They concern processes, customer satisfaction, events and time consumption for matching, placement, and advisory services.	Interviews.
Does the PES collect any (other) data on geographical mobility activity (i.e. which is not included in the performance measurement system)?	There is some labour market information collected on internal migration.	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, the PES does not monitor geographical mobility and activities in this area, other than in cross border regions.	Interviews.
Where in the PES is data collected and processed?	Within UWV the added value of geo lab mob activities for EU labour market and national labour market is assessed. Especially in regional offices in border-regions.	Interviews.
How is quality of service/client satisfaction related to geographical labour mobility activities measured?	On ad hoc base as part from the regular client satisfaction surveys.	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.	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?	On both operational and strategic level. On operational level based on the annual planned by the EURES line managers and the central EURES management. On strategic level based on the national framework/overall national plan for the PES and in monthly reports for the central management / 3 monthly reports for the Ministry.	Interviews.
Is monitoring information or data used to inform future activity/resource allocation?	Labour market information feeds into the development of projects/events.	Interviews.
Are good practices identified and shared? By whom?	Good practices are shared internally in UWV and the Ministry of Social Affairs. The Ministry, but also partners and stakeholders receive information on (transnational and cross-border) good practices via the EURES Yearbook. The EURES portal news page also functions as a platform to exchange good practice. Main drivers for exchange are to increase support for EURES and to draw lessons on its own behaviour.	Interviews.
Where and when is information on geographical mobility and associated activity used? Is it shared with cross-border/trans-national partners?	Mainly in regional offices in border-regions (NL-DE), for example via the EURES Yearbook.	Interviews.

Annex

Used sources

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List of indicators

Performance indicators listed in the annual plan 2011:

1. Prevention of benefit inflow;
2. Correct and timely payment of benefits;
3. Job mediation and stimulation of reintegration outflow;
4. Customer orientation;
5. Efficiency.

Also a BSC is available with corresponding indicators.

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