Country Report

Belgium - LeForem

Client: European Commission

Rotterdam, London, 23 December 2011

Country Report PES PMS

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ECORYS

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Summary

ID	
Country	Belgium – Wallonia
Name PES	LeForem
Name researcher	TV
Additional remarks (e.g. source gaps, problems, challenges)	Phone interviews, feedback from Ms G. Warichet.

1 Background information

General information PES		Source*
Mission & tasks & targets	The mission of LeForem: To facilitate adaptation and labour market integration of job seekers and employers via the provision of services for Jobseekers: • Training support; • Job search assistance; • Support geographical mobility; • Validation of competencies; • Specific activities for youth. And professional support for employers: • Assistance in finding the right competencies; • Guidance in establishing partnerships; • Assistance in recruitment; • HRM assistance. The performance contract 2006-2011 included 5 priority axes: 1. Combatting skills shortages; 2. Support language proficiency; 3. Development of competitiveness; 4. Individualised approach to job seekers; 5. Guidance school leavers; 6. Foster interregional cooperation between PES and public administrations.	www.leforem.be
Organisational setup (nr. of central, regional and local offices)	The organisation is basically split between LeForem Counselling Services and LeForem Training Services. The former has 11 regional directorates and the latter 9. LeForem is furthermore organised as follows: • Central office in Charleroi; • 58 “maison de l’ employ” (Job centres); • 12 “ Carrefour employ formation” (information & documentation centres); • 25 Skill Centres.	www.leforem.be
Human resources (nr. of staff if possible fte’s) Please mention the year	About 4000 staff.	www.leforem.be
Financial resources (annual budget) Please mention the year	Unknown.	

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?)	LeForem is a -regional organisation. The Management Committee has managed it on a joint basis since its creation. The Walloon Government via its supervisory minister for training and employment) exercises supervisory control.	Le Forem (2010). Activity Report 2009.
How much autonomy is given to regional and local level in PES? (*decentralisation*: who designs budget, the strategy etc.)	The Executive Committee manages LeForems' various strategic projects. The Chief Executive Officer is responsible for the day to day management of the institution.	Le Forem (2010). Activity Report 2009.
To what degree are services or tasks outsourced to voluntary or private sector? (*Privatisation*: which services are outsourced and to whom?)	LeForem administers and implements non-market activities, whilst its market activities are handed by a private company (TRACE interim). Le FOREM is the overall co-ordinator of the different public and private actors offering services to job seekers and employers/. LeForem is closely linked with private service providers, mainly for the delivery of services for disadvantaged jobseekers. LeForem is very careful to assess private providers' results, and this represents a guarantee of quality.	DWP (2009). Toppan, R. (2007).

Country information		Source
Sending or receiving country?	Belgium is a receiving country. Wallonia is however mostly a sending region.	Ecorys.
Background information: • % of employment; • % of unemployment; • the main challenges on the labour market (problems and groups).	Regional employment rate: 56,7% (Wallonia, 2010); Regional unemployment rate: 11.5% (Wallonia, 2010). Both figures are below and above the figures for Belgium as a whole (62% and 8.4% respectively).	LeForem, 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 introduction of performance measurement was based on a Decree from the Walloon government on the management of public agencies (2004). This Decree stated that a performance contract between the agency and the government should include performance indicators and that the relation between input and results should be evaluated to improve effectiveness and efficiency. A Federal Law with similar content was already launched in 1991.	Interviews.

Indicators		Source
What types of indicators are used to measure performance? (in terms of: inputs, outputs, results, impacts)	The set of indicators include: • Input: HR & FR; • Output (products); • Results (achievements); • Process indicators to standardise and optimise internal procedures (e.g. trainings, matching).	Interviews.
Which (sub-) indicators are used for each type? (if there many, please put them in an annex)	For example: • Number of placements; • Number of trainings.	
Do indicators presuppose causal relationships (input-output; output-results; results-impact)? How?	Causal relations are rather retrieved on an ad-hoc basis: inputs versus operational results.	Interviews.

Targets		Source
Do targets exists, i.e. are indicators quantified? For who are targets set (central office, local offices, individual employees)?	Targets are set in the performance contract (contrat d' gestion) for all types of indicators. Targets are also set for the current reform of the organisation and for client relationships. The focus lies clearly on making the organisation more efficient and effective.	Interviews.
Are targets SMART?	All targets are in principle SMART. Yet, some targets need to be improved and are made SMART by LeForem, for example targets on 'improving employability' needed to be reformulated in order to become measureable.	Interviews.

Tools		Source
Does the PES PMS includes a Data Warehouse (DWH) and to which other administrations is this DWH linked?	Yes, LeForem has a DWH. It predominantly contains internal data on job seekers and employers (vacancies). Yet, it is also linked to the federal government as it contains data provided by employers on their employees. This data however is rather limited as employers are only obliged to fill in a limited set of questions. The sector of activity for example is left out.	Interviews.
Is a tool (e.g. Balanced Scorecard) for presenting management information available?	LeForem does not have a BSC, but a 'Tableau d' Bord' which is not a scorecard. It is rather a 'cockpit' with basic operational and strategic management information, based on DWH data.	Interviews.

Quality assurance		Source
Is quality of client satisfaction measured? How and frequency?	Customer satisfaction surveys are being conducted to check whether quality targets have been achieved. Surveys are conducted once per year by external consultants. These are done by phone or via internet among external clients (job seekers and employers) but also among support services (IT, HR).	Interviews.

Management and support		Source
What are the main data sources of the PMS?	Data collected by LeForem and processed by the statistical unit (AMEF) on regional labour demand & supply .Federal data provided by employers on their employees.	Interviews.
How is data collected and updated?	By LeForem, the unit 'Conseil et analyse de gestion'.	Interviews.
Who has access to the data generated by the PMS?	Management at central level and at local level.	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 and 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 is a CRM-alike system on jobseekers (dossier unique), but this includes only partial information. There is currently no capacity to generate individual biographies on PES customers because of differences in data from training services and the operational services (matching).	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?	This is mostly a historical problem as the LeForem always had two different missions with two different systems on matching and on training. It is currently an objective to integrate the two systems.	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?	Data is available for central and local management: At local offices, it forms the basis for local annual action plans, while performance evaluations lead to strategic plans at central level.	Interviews.
At which level (s) of the organisation is performance management practiced?	Local and central.	Interviews.
In which management areas (Human resources, Financial resources, Quality management, and Strategy development) are the findings of performance measurement used?	Steering (pilotage) by local and central management takes place on the basis of DWH data, but is until now rather incomplete: additional data/ reports/ evaluations are necessary for well-founded steering.	Interviews.

PES mission and target setting		Source
Please describe the target-setting process: actors involved, frequency, etc.	The performance contract (5 years) is a result of negotiations between the Walloon government and the 'Conceil d' gestion' of LeForem. The government proposes a 'Note d' Orientation' that includes high-level targets for LeForem. This Note is subsequently discussed by a LeForem Working Group on the performance contract and transformed in a contract. The Working Group' proposition is further negotiated upon between the Council and the Walloon Government. They ultimately sign the contract. Note that the Council is composed of social partners, who decide, and of representatives of LeForem, who have an advisory role.	Interviews.

Benchmarking		Source
Are sub national PES offices benchmarked?	Yes, local performance is benchmarked on the basis of contextual indicators.	Interviews.

Rewards		Source
Is target-realisation rewarded? How ?	No rewards. Note that the executive management includes representatives of the Walloon government, who are politically responsible.	Interviews.

4 EURES

Information about EURES		Source
General information about EURES (number fte's, cooperation with PES)	• FTE; • The Eures team of Le Forem is centralised in the Head Office in Charleroi (2 advisers and the manager), and also disseminated in the Walloon region (1 adviser in Liège, 1 in Tournai).	Interviews.
Most important stages and tools	• Organisation of/participation to jobfairs; • organisation of information sessions; • face to face interviews with candidates interested for European/ international careers; • traineeships (Leonardo); • employer's information pack.	Interviews.
Assessment of the tools: what works well and why and what needs some improvement.	• Information to jobseekers (through jobfairs, interviews,…); • bilateral projects are still rare; • cooperation with employers can still be better.	Interviews.
Which factors facilitate or hinder cross-national placement of individuals by EURES. Describe short their impact.	Facilitating factors: • Traineeships, Erasmus programmes,… contacts are created; • people getting more and more mobile and open about working abroad. Obstacles: • fears that people have about administrative heaviness, about finding a place to live, about going away from their family; • lack of European coordination of fiscal arrangements, health systems, and pay.	Interviews.
Opinion on the current way/form of reporting in the EA Monthly reports? What works well what does not.	The website doesn't work well, the access is not easy (very slow, sometimes no access at all).	Interviews.
alternative ways for measuring the performance of EURES (describe shortly)	Reporting of our EURES advisers after their participation to each event (number of contacts, which kind of profile,…).	Interviews.
What other data is available for measuring the performance of EURES (other than that included in the monthly reports)?	Information on the jobseeker's file (a line is written in the file saying that they met a Eures Adviser for information and advice).	Interviews.
In your opinion, what are (or could be) the best indicators for measuring the impact of EURES on geographical mobility?	• Number of people who are satisfied about the information and advice they had through Eures; • Number of jobseekers who actually started a job abroad after a contact with 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?	No.	Interviews.
Do indicators related to geographical mobility activity exist within the PES performance measurement system?	• Number of Walloon region jobseekers interested in Flemish region jobseekers; • Number of job offers available in Flemish region for Walloon region jobseekers; • Number of candidates potentially interested about being mobile; • "Dispositif de cooperation pour les mouvements transfrontaliers" (mesure des flux transfrontaliers en collaboration avec les pays voisins). Sources include : • Le Forem jobseeker's Database; • Databases from VDAB and ACTIRIS and information given by them.	Interviews:
Are targets in place?	No Intra-European targets.	Interviews.
Does the PES collect any (other) data on geographical mobility activity (i.e. which is not included in the performance measurement system)?	No, not on international mobility. But data on regional mobility in Belgium (between the Regions) is collected.	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?	• AMEF (Association des metiers, enterprises et formation); • ACTIRIS Database; • VDAB Database. These databases include operational data from which statistics on **regional** mobility can be extracted.	Interviews.
Where in the PES is data collected and processed?	• International Department (EURES); • Consulting and management analysis service; • AMEF (Association des metiers, enterprises et formation).	Interviews.
How is quality of service/client satisfaction related to geographical labour mobility activities measured?	EURES: informal feedback, no formal measure.	Interviews.
Is contact maintained with clients to ascertain the results of services related to geographical labour mobility provided? For example, are	EURES: no formal follow up and surveys.	Interviews.

Specific to geographical mobility		Source
any follow-up surveys undertaken?		

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?	EURES: operational level, through monthly reports of the Eures advisers.	Interviews.
Is monitoring information or data used to inform future activity/resource allocation?	EURES: results are used to decide whether we plan an activity for the following year.	Interviews.
Are good practices identified and shared? By whom?	EURES: through the EURES network, EURES meetings (advisers and/or managers) and EURES tools, good practices are identified and shared regularly. Plus we are thee EURES managers in Belgium (VDAB, ACTIRIS, FOREM) and we meet regularly, cooperate and share our practices.	Interviews.
Where and when is information on geographical mobility and associated activity used? Is it shared with cross-border/trans-national partners?	EURES: steering committees of cross-border partnerships are the place where this information is shared and used.	Interviews.

Annex

Used sources

Department for Work and Pensions (2009). International review of Performance Management Systems in Public Employment Services.

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LeForem (2010). Activitiy Report 2009.

Toppan, R. (2007).Guidelines for quality assurance in public and private employment services.

www.leforem.be.

List of indicators

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