PES performance measurement systems and geographical labour mobility

Executive summary and toolbox

Client: European Commission, DG EMPL, C4

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The report was prepared under contract to the European Commission, Directorate General for Employment, Social Affairs and Inclusion in response to tender no. VT/2010/070. The report was prepared by the following experts:

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The views expressed in the report are not necessarily those of the European Commission.

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List of concepts used

Cost-effectiveness: refers here to the financial resources spent on EURES placement services in relation to the vacancies filled. The purpose of this analysis is not to undertake a comparative assessment of wages of EURES staff or similar items, but rather an assessment of the sums of financial means spent in the light of the employment results achieved.

Filled job vacancy: The employer found a suitable candidate for a specific post. (cf. PES Benchmarking, 2009).

Flagging: is defined here as a method to identify (potential) EURES customers amongst PES clients by applying a tag to this particular group of customers in the PES customer database. This method allows for focused customer satisfaction surveys on EURES among PES clients and for focused follow-up/ tracking of EURES customers from PES databases (if this kind of activity is undertaken by the PES).

Hard-to-fill vacancies: refers to a job vacancy for which employers, despite taking active steps, have not been able to find a suitable candidate from outside the enterprise for a specific post within a particular term that may differ between countries.

Indicators:

- Input measures relate to the presentation of resource information (e.g. budgets, staffing) alongside achieved performance, so as to enable a comparison of the relationship between resources and performance;
- Output measures count the volume and quality of activity and interventions undertaken by the PES/ EURES network;
- Result indicators measure those effects that result directly from the activities of the PES/ EURES network;
- Impacts incorporate assessments of the overall and often long-term desired outcomes of PES activity/ EURES network;
- Contextual Indicators – related to impacts, the framework should also provide information on the labour market situation in a given country in order to give perspective on the challenges faced and also the progress towards the Europe 2020 objectives. Such contextual indicators are essential to inform comparisons between countries;
- Satisfaction indicators – defined as the % of beneficiaries rating the service at particular levels for its quality and usefulness;
- Cost-effectiveness indicators – defined as unit cost measures (e.g. cost per beneficiary, result and impact) - allow consideration of value for money and comparison of different types of activity and delivery/implementation methods. Cost-effectiveness of new EURES activities delivered at national level refer to the financial resources spent on EURES placement services in relation to the vacancies filled.

Information service: concerns information provision to jobseekers and job changers on living and working conditions in EURES countries as well as the provision of relevant information to employers who wish to recruit from other countries.

Placement: is understood as the provision of services by an intermediary between the supply and demand on the labour market with the objective of a recruitment taking place, i.e. where recruitment is the filling of a job vacancy (cf. European Commission, 2012 (in line with ECJ C-55/96 par 21).

Placement service: encompass all activities through which an intermediary on the labour market realises a recruitment. These include (not exhaustive):

- Counselling: Assisting jobseekers in their search for employment;
- Matching: Identification of suitable candidates for a job vacancy. Promising candidates receive a job referral and are interviewed by a their potential employer;
- Provision of information on jobs, the labour market, etcetera to jobseekers, job changers and employers;
- Organising recruitment events for specific sectors or target groups.

Project-based monitoring: is a project-based approach to measure results of specific EURES activities. Such activities include job fairs and (sector) recruitment events.

Recruitment: is understood here as the filling of a vacancy in compliance with provisions laid down in labour law (Cf. European Commission, 2012).

Recruitment event: A particular type of placement service to bring labour demand and supply together which can be targeted or universal:

- Targeted recruitment event: Placement services tailored to the needs of jobseekers, job changers and employers, which include (bilateral) projects such as targeted job fairs or similar recruitment events;
- Universal recruitment event: Universally accessible placement services provided face-to-face, including projects like the European Job Days.

Satisfaction: refers to respondents to a survey on satisfaction who answer the question “How are you satisfied with the *EURES service* provided?” on a scale:

- Very satisfied;
- Satisfied;
- Unsatisfied;
- Very unsatisfied.

(cf. PES- Benchmarking, 2009).

Tracking: refers to a particular method to retrieve information on results of PES activities. Tracking can be undertaken by contacting customers directly, usually by phone, and ask them about the result of a particular service, for example whether they are employed. Alternatively, information on results can be retrieved by tracking individuals in various administrative datasets.

Job vacancy: is defined as a newly created, unoccupied, or about to become vacant, post:

- for which the employer is taking active steps to find a suitable candidate from outside the enterprise concerned and is prepared to take more steps; and
- which the employer intends to fill either immediately or in the near future.

(cf. EUROSTAT, 2012).

1 Aims and approach

A new EURES

The Commission is about to transform the EURES network into an economic instrument to provide a more direct contribution to employment and economic growth in the EU. A modified legislative basis for EURES will be presented in autumn 2012.

As stated in the COM Decision (2003/8/EC of 23/12/2002) EURES activities should ultimately lead to "the clearing of vacancies and applications for employment within the Union and the resultant placing of workers in employment".[1] Whereas this objective used to be primarily achieved through enhancing transparency on European labour markets, the new EURES network puts much more emphasises on transnational placements of jobseekers and job changers directly.

Study objectives

This study was designed to develop a proposal for a performance measurement system (PMS) for the new EURES, as well as other EU activities to foster intra-EU geographical labour mobility. EU Public Employment Services (PES) play a key role in the management and implementation of EURES. For this reason, any monitoring system for EURES should take into account and be aligned with existing performance measurement systems in those PES. The study took therefore as a starting-point a comparative analysis of PES performance measurement systems.

This study answers three questions:

1. Which performance measurement systems and indicators do PES use (if any) to monitor and evaluate the relevance, efficiency and effectiveness of labour market measures in support of transitions and labour mobility?
2. How do PES make use of the existing performance measurement systems and indicators to monitor transitions in the labour market?
3. Which qualitative and quantitative indicators and data collection methods are the most appropriate (to measure transnational and cross border mobility support provided by PES)? Which could be easily integrated into existing PES tools to measure performance, outputs, outcomes and impact of those intra-EEA geographical job mobility activities?

Research methodology

To answer these questions, the research team undertook the following activities:

- Desk research: on existing PES and their PMS in the EU27/EEA, as well as on PMS in general and on geographical labour mobility and ways to measure this phenomenon;
- Interviews with EU level stakeholders: representatives of the European Commission, Eurostat, and Ingeus, representing the private employment service;
- Twenty-two country visits: countries were selected based on type of labour market regime, type of PES (notably degree of centralisation), participation in a previous EU PES benchmarking project, and the situation regarding geographical labour mobility;
- Web survey amongst PES: testing the recommendations proposed by the research team.

The study was conducted between December 2010 and February 2012. A steering group that comprised representatives of the EC and of ten PES was established to monitor progress of the

[1] Cf. REGULATION (EU) No 492/2011 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 5 April 2011 on freedom of movement for workers within the Union (codification). Art 11.1, 2d paragraph.

study. The outcomes of this study do not necessarily reflect the opinions of all members of the steering group.

2 Performance measurement in PES

Performance measurement systems

Almost all PES in EU/EEA countries currently use a performance measurement system to monitor the performance of their organisation. Even though these systems have several features in common, they diverge significantly at the same time.

Management

The introduction of performance measurement systems was primarily driven by the adoption of management by objectives principles in the PES. Widespread application of performance management is mirrored by the fact that roughly 75% of the PES agree on targets with external parties, such as Ministries, and/or internally with regional and local offices. In addition, benchmarking of local offices is commonly practiced.

Performance indicators

Performance measurement systems across PES include different sets of indicators. The majority of PES measure outputs and results of their activities. Inputs and impacts are far less commonly measured among PES. Customer satisfaction is measured in virtually all PES, albeit not for every service provided. Indicators for performance measurement of geographical labour mobility activities are seldom included in PES PMS.

Tools

A clear majority of PES use data warehouses for the compilation of data collected by the PES and to a more or lesser extent by other public organisations. This data subsequently feeds into the performance monitoring system of the PES.

In addition, many PES also use a specific tool for the presentation of management information. Especially in those PES where performance information is extensively used for management purposes, information is presented in an organised way to the management with a Balanced Scorecard for example.

Data sources

Administrative data constitutes a primary source of PES PMS. Such data is collected by PES and includes mainly customer information retrieved during intake interviews and follow-up contacts. Administrative data also stems from other public organisations like the social security or tax administration where employees are usually registered.

The tracking of PES customers in the various administrative datasets would ideally offer an opportunity to retrieve information on results of PES services. Tracking has been extensively explored in this study. It is only structurally undertaken in a few PES in EU/EEA countries because of the high associated costs and practical problems.

Outcomes of beneficiary surveys, in particular customer satisfaction surveys are much more used by PES for the collection of information on performance.

These existing data sources have strongly been taken into account in this study for the development of the monitoring framework for the new EURES.

Monitoring geographical labour mobility and related activities

PES generally do not collect data on geographical labour mobility. They have only to limited extent knowledge of inbound and outbound mobility flows and stocks. Data that is available at both EU and Member State level provides useful contextual and trend-based information on labour mobility. It is however not very useful for providing a measure of the performance of EURES.

The main service provided by the PES in the area of geographical labour mobility is EURES. The performance of EURES is predominantly monitored through the EURES Advisors Monthly Report (EAMR). The focus of this monitoring is on recording outputs such as the number of advice sessions delivered. Subsequent results and impacts of EURES activities are hardly assessed. In practice however, their reliability is limited because the quality of the responses varies significantly across PES and time.

Only few PES addressed this issue by introducing additional monitoring mechanisms to registering additional information on EURES activities separately from the EAMR. Project-based monitoring of particular placement projects organised by the PES for EURES is however a common practice among PES.

3 Managing divergence

Creating a typology

In order to render the wealth of information collected in the framework of this study more accessible and to provide a basis for the recommendations for monitoring of the new EURES a typology of the PES performance measurement systems has been developed. The typology provides a classification of their PMS in terms of:

- Their level of advancement;
- The 'goodness of fit' of these systems for performance monitoring of geographical labour mobility activities like the new EURES services implemented by the PES.

Five different types have been identified:

Table 3.1 Typology of PES PMS and 'goodness of fit' for monitoring geographical mobility activities

Category	Definition	PES
Starters	At early stages of introducing PMS and much to do before geographical mobility activities can be monitored	CY, IT, EL
Fit, although…	Average capacity for monitoring geographical mobility activities despite early stage of PMS	LU, PL
Imminent	Good to highly developed PMS and an average to good capacity for monitoring geographical mobility activities	Actiris, BG, DK, EE, IE, HU, NO
Advanced, but	Well developed PMS coupled with only limited capacity for monitoring geographical mobility activities	CZ, ES, FI, SE, UK
Forerunners	Highly developed PMS coupled with a well developed capacity for monitoring geographical mobility activities	AT, LeForem, VDAB, DE, FR, NL, SI

The typology ranks PES performance measurement systems on the basis of their level of development and on their suitability for monitoring geographical labour mobility activities. The level of development reflects the scoring of PES PMS on the availability of indicators, application of performance management, availability of tools and CSM. Suitability refers to their scoring on the use of flagging of potential EURES customers, access to information on geographical labour mobility, and on the degree to which monitoring of geographical labour mobility activities occurs. Scores for both dimensions can be low, intermediate or high (on a scale 1-3).

Implications

The typology organises the variety of PMS and the provisions for measuring performance currently existing among PES. It also illustrates that the establishment of a structured and coherent monitoring framework for the new EURES requires investments that differ significantly between the PES. As much as possible the toolbox for such a new framework takes this diversity into account in order to minimise the investment costs, also by building upon existing mechanisms for measuring performance.

4 Recommendations for monitoring performance of the new EURES

Scope

The new EURES comprises horizontal services delivered by the European Commission and national service delivered by PES. The two main horizontal services are the European Job Mobility Portal and the preparatory action Your First EURES Job. National EURES services include placement services like universal and targeted recruitment projects and information services provided online or face-to-face. National services are expected to remain largely similar to those currently provided.

Since the Commission itself already largely established a monitoring framework for horizontal services, this study mainly proposes recommendations for monitoring performance of the national EURES services. These recommendations concern the indicators to be used as well as the way the data should be collected.

The monitoring framework aims to exceed the current form of monitoring through the EAMR, while at the same time:

- Keeping the burden for PES to collect data at a minimum;
- Making maximum use of existing sources.

When developing the indicators, ESF requirements have also been taken into account, since national EURES activities will be funded by the ESF. This concerns primarily the need to record characteristics of EURES customers.

A new indicator framework

In order to properly assess the achievements of the new EURES network against its objectives, monitoring should include result indicators, in addition to the output indicators that are currently used for monitoring EURES. Based on an intervention logic constructed for the new EURES the following two key results indicators are recommended: the number of individuals who secured a job in another country as a result of a EURES activity and the number of employers able to fill their vacancies as a result of a EURES activity.

The indicators proposed with this study are subdivided in a set of core result indicators and a set of supplementary indicators that include both output and result indicators. Whereas the former set is suggested as mandatory, indicators for performance monitoring of EURES service delivery by all PES, the latter set is intended as being optional. Individual PES can decide on the application of supplementary indicators taking into account their current system and the data and resources available to them.

Table 4.1 Overview proposed indicators

List of indicators	Relevant activities	
Core result- indicators	**Placement services**	**Information services**
1. Number of vacancies filled as a result of a EURES activity	Targeted recruitment projects	
2. Number of placements as a result of a EURES activity	Targeted and universal recruitment projects	
3. Satisfaction	Targeted recruitment projects	Information provision via online self-service and personal counselling.
4. Cost-effectiveness (evaluation)	Targeted and universal recruitment projects	
Supplementary indicators - output		
5. Number of recruitment projects	Targeted and universal recruitment projects	
6. Number of jobseekers/job changers participating	Targeted recruitment projects	
7. Number of employers participating	Targeted and universal recruitment projects	
8. Number of vacancies presented	Targeted recruitment projects	
9. Number of individual customer contacts		Information provision via personal counselling
10. Number of unique hits		Information provision via online self-services
Supplementary indicators – result		
11. Number of interviews secured	Targeted recruitment projects	
12. Share of hard-to-fill vacancies presented	Targeted and universal recruitment projects	
13. Share of placements	Targeted recruitment projects	
14. Share of vacancies filled	Targeted and universal recruitment projects	
15. Share of ESF target groups among participants	Targeted and universal recruitment projects	

The toolbox including the indicators and associated data collection methods is attached to this executive summary.

Data collection

Monitoring starts with the systematic collection of basic information on EURES customers. This is always followed by keeping track of the outputs delivered. A next step consists of the monitoring of results at the moment EURES services are delivered. Finally, follow-up monitoring will provide more extensive information on results.

Data collection differs per indicator and may involve a combination of several methods. Data for the core result indicators is mainly retrieved through project-based monitoring, notably onsite monitoring by EURES staff at recruitment events and customer satisfaction surveys amongst the users of on-line and other information services as well as participants of recruitment events.

Data for both core and supplementary indicators also requires an analysis of existing data. Such data includes registration data of events, for example to identify the number of employers participating and the number of vacancies they presented at a recruitment event. For other indicators (cost-effectiveness, number of recruitment events) an analysis of meta-data on EURES activities is required. Scoring of outputs is needed in order to retrieve the number of unique hits and the number of individual customer contacts. This scoring can be done more or less computerised. Scoring data needs subsequently to be analysed. The calculation of shares finally requires an analysis of the data obtained via project-based monitoring. Shares can subsequently be calculated per recruitment event.

Challenges

A first challenge is the scarcity of user information of online services. Since online users are likely to disappear after each session, the results of the online activities can easily escape from performance monitoring as well. This may also happen with results from other types of activities, for example when placements and filled vacancies are insufficiently registered.

Results of online (information) services should therefore be predominantly explored in terms of customer satisfaction, i.e. whether the information provided was useful (linked to a limited number of concrete information objectives of the site in terms of what customers should or could learn from it) and of sufficient quality. Most PES generally have extensive experience with the measurement of customer satisfaction.

There exists a risk that the resulting sample of customers is biased in one way or the other. Ex-post comparison of sample characteristics with information from other sources can be used to reduce this problem.

Another challenge is likely to arise from benchmarking exercises. Whereas benchmarking within the PES organisation is almost everywhere a common practice, benchmarking and ranking of performance of PES at a European level is not very common and would give rise to sensitive issues. While benchmarking is very helpful for explaining different results among PES, ranking should be avoided. This requires the establishment of a forum in which discussion of benchmarking findings can take place, for example during meetings between EURES managers or EURES advisors.

A third challenge concerns double counting as EURES customer may make use of several EURES services creating the possibility that if a placement is achieved, the result cannot be straightforwardly linked to a particular service. The placement can therefore be counted multiple times in a monitoring exercise.

One way to address this challenge is to ask customers in, for example, customer-satisfaction surveys which EURES service they used and which one contributed most to the placement. In addition, evaluations allow for the development of knowledge on the occurrence of double counting by researching the 'typical' pathways travelled by EURES clients and deducting ratios from this that can be applied to the aggregated findings from monitoring outcomes.

Double counting may also occur because of the involvement of multiple PES in transnational placements and recruitments. This may lead to individual EURES customers being counted twice or more within the EURES network and complicates determining the causal relationship between placement/recruitment on the one hand and EURES on the other hand.

The toolbox requires PES from sending countries to register the number of placements and PES from receiving countries to register the number of filled vacancies. These PES are the best placed to contact job seekers, job changers and employers to acquire information on the results achieved and to identify a straightforward link between the results achieved and the particular EURES activity.

Recommendations

A toolbox containing sets of core and supplementary indicators and associated data collection methods has been proposed for result-based monitoring of the new EURES network. The following issues are imperative to prevent the challenges listed above from becoming reality.

Monitoring performance will have to rely to a great extent on customer satisfaction surveys to include as many as possible online users to prevent results from escaping. In addition, particular questions on the different EURES services used in customer satisfaction surveys allows for to the identification of types of services used and their (potential) contribution to employment results.

A clear division of tasks between PES in project-based monitoring prevents the double counting of EURES customers by different PES involved. Sending countries would register the number of placements and receiving countries the number of vacancies filled. These PES are best placed to retrieve information on each type of EURES customer who participated in a recruitment event.

5 Toolbox

This toolbox contains the set of indicators and associated data collection methods to measure outputs and results of the new EURES network. The indicators are subdivided in a set of core result indicators and a set of supplementary indicators that includes both output and result indicators. Whereas the former set is to be considered mandatory for performance monitoring of EURES service delivery by all PES, the latter set is intended as optional. This new monitoring system is based on practices already widely in use among PES.

Overview indicators

List of indicators	Relevant activities	
Core result- indicators	**Placement services**	**Information services**
1. Number of vacancies filled (receiving country)	Targeted and universal recruitment projects	
2. Number of placements (sending country)	Targeted recruitment projects	
3. Satisfaction	Targeted recruitment projects	Information provision via online self-service and personal counselling
4. Cost-effectiveness (evaluation)	Targeted and universal recruitment projects	
Supplementary indicators - output		
5. Number of recruitment projects	Targeted and universal recruitment projects	
6. Number of jobseekers/job changers participating	Targeted recruitment projects	
7. Number of employers participating	Targeted and universal recruitment projects	
8. Number of vacancies presented	Targeted recruitment projects	
9. Number of individual customer contacts		Information provision via personal counselling
10. Number of unique hits		Information provision via online self-services
Supplementary indicators – result		
11. Number of interviews secured	Targeted recruitment projects	
12. Share of hard-to-fill vacancies	Targeted and universal recruitment projects	
13. Share of placements	Targeted recruitment projects	
14. Share of vacancies filled	Targeted and universal recruitment projects	
15. Share of ESF target groups among participants	Targeted and universal recruitment projects	

Core-result indicators	
Indicator	**1. Number of vacancies filled (receiving countries).**
Purpose of indicator	Indicator for measuring the number of vacancies filled resulting of: • *targeted* recruitment events; • *universal* recruitment events.
List of concepts and terms of indicator	Job vacancy: is defined as a newly created, unoccupied, or about to become vacant, post. Filled vacancy: The employer hired a candidate suitable for the specific job offer: -who was presented by EURES. Recruitment event: A particular type of placement service to bring labour demand and supply together which can be targeted or universal.
Definition of indicator	Count cases in which an employer hired a candidate suitable for the specific job offer: • who was presented by EURES; • as a result of a specific recruitment project.
Operational definition of population for indicator	Vacancies presented at recruitment project. How to identify? • Count vacancies; • Presented by employers; • Who participated in a recruitment project; • Organised by the EURES network.
Data sources	Registration data per project; Survey data; Administrative data on PES customers.
Data collection methods	PES EURES members from receiving countries: • Analysis of registration data; • Onsite monitoring by EURES staff; • Survey; • Tracking.
Timeline	Per project; Ex-post project.
Suitability for EAMR	No monthly data continuously available. Separate section to present results of events when available.
Practical considerations	On-site monitoring by EURES staff requires the availability of sufficient time and EURES staff to interview participants; Appropriate registration required; Ex-post survey requires the availability of contact details of participants.
Risks	Practical conditions are unavailable; Limited response ex-post surveys; Limited possibilities for tracking.
Aggregate level insights	Number of placements per year: • Count number of placements per project; • During year Yj.

Core-result indicators	
Indicator	**2. Number of placements (sending countries).**
Purpose of indicator	Indicator for measuring the number of placements resulting of *targeted* recruitment events.
List of concepts and terms of indicator	Placement: is understood as the provision of services by an intermediary between the supply and demand on the labour market with the objective of a recruitment taking place, i.e. where recruitment is the filling of a job vacancy. Placement service: encompass all activities through which an intermediary on the labour market realises a recruitment. Targeted recruitment event: Placement services tailored to the needs of jobseekers, job changers and employers, which include (bilateral) projects such as targeted job fairs or similar recruitment events.
Definition of indicator	Count transitions into employment of jobseekers/ job changers: • as a result of a EURES recruitment project; • confirmed with a labour contract.
Operational definition of population for indicator	Participants in a recruitment project who: • Registered ex ante or on-site; • As jobseeker or job changer. How to identify? • Count the individuals; • Who are either jobseekers or job changers; • Who participated in a recruitment project; • Organised by the EURES network.
Data sources	Registration data per project; Survey data (onsite, ex post); Administrative data on PES customers.
Data collection methods	PES EURES members from Sending countries: • Analysis of registration data; • Onsite monitoring by EURES staff; • Survey; • Tracking.
Timeline	Per project; Ex-post project.
Suitability for EAMR	No monthly data continuously available. Separate section to present results of events when available.
Practical considerations	On-site monitoring by EURES staff requires the availability of sufficient time and EURES staff to interview participants; Appropriate registration required; Ex-post survey requires the availability of contact details of participants.
Risks	Practical conditions are unavailable; Limited response ex-post surveys; Limited possibilities for tracking.
Aggregate level insights	Number of placements per year: • Count number of placements per project; • During year Yj.

Core-result indicators	
Indicator	**3a. Satisfaction with EURES information provision:** • **Of jobseekers/ Job changers;** • **Of employers.**
Purpose of indicator	To measure the satisfaction of either jobseekers/ job changers or employers of EURES information provided to them via all channels. Satisfaction counts here as a proxy for the usefulness of information provided by the EURES network.
List of concepts and terms of indicator	Satisfaction = Respondents to a survey on satisfaction who answer the question "How are you satisfied with the *EURES service* provided?" on a scale: • Very satisfied; • Satisfied; • Unsatisfied; • Very unsatisfied. Note that satisfaction with the exact EURES service may differ between the types of information services provided: • Satisfaction with individual webpages; • Satisfaction with overall website; • Satisfaction with information provided face-to-face; • Satisfaction with EURES information provision in general.
Definition of indicator	• Count the number of answers; • Select the items " very satisfied" and "satisfied"; • Divide this number by the number of all answers returned to this question.
Operational definition of population for indicator	Users of online self-service information services: Self-registered jobseekers/ job changers; Self-registered employers. OR: Unique visitors of specific webpages. Users of live information provision: Individuals receiving information face-to-face (personal counselling). All (potential) EURES customers known to PES.
Data sources	Survey data.
Data collection methods	Online self-services: • Question on satisfaction on bottom individual webpage (cf. current Job Mobility Portal); • Pop-up survey per unique hit; • Survey among self-registered users. Live customer contacts: • Brief question at the end of each conversation (e.g. are you satisfied with the information provided?). • Incorporation of satisfaction question on EURES in general PES customer satisfaction surveys, for which potential EURES customers are oversampled.
Timeline	Specific webpages: continuous survey/ Monthly analysis; Pop-up survey per unique hit: every other month; Survey among self-registered users: annually;

Core-result indicators	
	Live customer contacts: continuously/ monthly analysis. Incorporated in every general PES customer satisfaction survey.
Suitability for EAMR	Monthly data continuously available.
Practical considerations	Online surveys are less costly than other types of surveys.
Risks	Bias/ Representativeness of sample; Limited response surveys.
Aggregate level insights	Annual overview satisfaction with online information services: • Count the number of answers; • Select the items " very satisfied" and "satisfied"; • Divide this number by the number of all answers returned to this question; • During month Mi; • Over the period of one year Yj.

Core-result indicators	
Indicator	**3b. Satisfaction with EURES Recruitment events:** • **Of jobseekers/ Job changers;** • **Of employers.**
Purpose of indicator	To measure the satisfaction of either jobseekers/ job changers or employers of EURES placement services provided to them in the form of a universal or targeted recruitment project.
List of concepts and terms of indicator	Satisfaction = Respondents to a survey on satisfaction who answer the question "How are you satisfied with the *EURES service* provided?" on a scale: • Very satisfied; • Satisfied; • Unsatisfied; • Very unsatisfied. Recruitment event: A particular type of placement service to bring labour demand and supply together which can be targeted or universal.
Definition of indicator	• Count the number of answers; • Select the items " very satisfied" and "satisfied"; • Divide this number by the number of all answers returned to this question.
Operational definition of population for indicator	Participants in a recruitment project who: • Registered ex ante; • Registered on-site. Who are either jobseekers/ job changers or employers.
Data sources	Survey data.
Data collection methods	On-site customer satisfaction survey; Ex-post survey including questions on customer satisfaction.
Timeline	Per project; Ex-post project.
Suitability for EAMR	No monthly data continuously available. Separate section to present results of events when available.
Practical considerations	Increase sample as much as possible in order to ensure sufficient response.
Risks	Limited response ex-post surveys.
Aggregate level insights	Annual overview satisfaction with recruitment events:

Core-result indicators	
	• Count the number of answers; • Select the items " very satisfied" and "satisfied"; • Divide this number by the number of all answers returned to this question; • Per project. • Over the period of one year Yj.

Core-result indicators	
Indicator	**4. Cost-effectiveness.**
Purpose of indicator	To measure cost-effectiveness of placement services.
List of concepts and terms of indicator	Cost-effectiveness: refers here to the financial resources spent on EURES placement services in relation to the vacancies filled. The purpose of this analysis is not to undertake a comparative assessment of wages of EURES staff or similar items, but rather an assessment of the sums of financial means spent in the light of the employment results achieved.
Definition of indicator	Count number of vacancies filled; During year Yj; Relate this number to financial resources spent on placement services; During year Yj.
Operational definition of population for indicator	Number of vacancies filled (Q1); Financial resources spent on placement services.
Data sources	Management data.
Data collection methods	Data analysis undertaken in evaluation.
Timeline	Annual.
Suitability for EAMR	No monthly data continuously available.
Practical considerations	Data on vacancies filled is potentially more complete than data on placements achieved as all types of recruitment events are taken into account.
Risks	Incomplete data on vacancies filled.
Aggregate level insights	Not applicable - Indicator already at aggregate level.

Supplementary indicators - output	
Indicator	**5. Number of Recruitment events.**
Purpose of indicator	To measure the number of recruitment events organised by the EURES network during year Yj.
List of concepts and terms of indicator	Recruitment event: A particular type of placement service to bring labour demand and supply together which can be targeted or universal.
Definition of indicator	Count recruitment events per year.
Operational definition of population for indicator	Recruitment events organised by the EURES network. How to identify? • Count the events; • Organised by EURES members; • During year Yj.
Data sources	Activity plans EURES members/ Annual reports.
Data collection methods	• Count number of recruitment events; • During year Yj.
Timeline	Annual.
Suitability for EAMR	No monthly data continuously available. Separate section to present results of events when available.
Practical considerations	Proper and accessible registration of EURES events is a precondition.
Risks	Provide each project organised by multiple EURES members with a unique tag to establish a clear difference between *organising* and *participating* in an event of EURES staff, other wise double counting.
Aggregate level insights	Not applicable - Indicator already at aggregate level.

Supplementary indicators - output	
Indicator	**6. Number of jobseekers/job changers participating.**
Purpose of indicator	To measure the number of jobseekers/job changers participating in targeted recruitment events organised by the EURES network per project.
List of concepts and terms of indicator	Recruitment event: A particular type of placement service to bring labour demand and supply together which can be targeted or universal.
Definition of indicator	Count number of jobseekers/ job changers participating in a specific recruitment project.
Operational definition of population for indicator	Count individuals: • Who are either jobseekers or job changers; • Who registered either ex ante or onsite. For a specific recruitment project: • Organised by EURES.
Data sources	Registration data; Project-based monitoring (on-site scoring).
Data collection methods	Analysis registration data per project; Analysis data scores.
Timeline	Per project.
Suitability for EAMR	No monthly data continuously available. Separate section to present results of events when available.

Supplementary indicators - output	
Practical considerations	Proper and accessible registration of EURES events is a precondition.
Risks	Registration not sufficient.
Aggregate level insights	Annual data: Count individuals: • Who are either jobseekers or job changers; • Who registered either ex ante or onsite. For a specific recruitment project: • Organised by EURES. Over the period of a year Yj.

Supplementary indicators - output	
Indicator	**7. Number of employers participating.**
Purpose of indicator	To measure the number of employers participating in both targeted and universal recruitment events organised by the EURES network per project.
List of concepts and terms of indicator	Recruitment event: A particular type of placement service to bring labour demand and supply together which can be targeted or universal.
Definition of indicator	Count number of employers participating in a recruitment project.
Operational definition of population for indicator	Count individuals; • Who are employers; • Who registered either ex ante or onsite. For a specific recruitment project: • Organised by EURES.
Data sources	Registration data; Project-based monitoring (onsite scoring).
Data collection methods	Analysis registration data per project; Analysis data scores.
Timeline	Per project.
Suitability for EAMR	No monthly data continuously available. Separate section to present results of events when available.
Practical considerations	Proper and accessible registration of EURES events is a precondition.
Risks	Registration not sufficient.
Aggregate level insights	Annual data: Count individuals: • Who are employers; • Who registered either ex ante or onsite. For a specific recruitment project: • Organised by EURES. Over the period of a year Yj.

Supplementary indicators - output	
Indicator	**8. Number of vacancies presented.**
Purpose of indicator	To measure the number of available vacancies at both targeted and universal recruitment events organised by the EURES network per project.
List of concepts and terms of indicator	Job vacancy: is defined as a newly created, unoccupied, or about to become vacant, post. Recruitment event: A particular type of placement service to bring labour demand and supply together which can be targeted or universal.
Definition of indicator	Count cases in which an employer looks for candidates suitable for a specific job offer during a targeted and universal recruitment project.
Operational definition of population for indicator	Vacancies presented at recruitment project. How to identify? • Count vacancies; • Presented by employers who participated in a recruitment project.
Data sources	Registration data; Project-based monitoring (onsite scoring).
Data collection methods	Analysis registration data per project; Analysis data scores.
Timeline	Per event.
Suitability for EAMR	No monthly data continuously available. Separate section to present results of events when available.
Practical considerations	Proper and accessible registration of EURES events is a precondition.
Risks	Registration not sufficient.
Aggregate level insights	Annual data: • Count vacancies; • Presented by employers who participated in a recruitment project. Over the period of a year Yj.

Supplementary indicators - output	
Indicator	**9. Number of individual customer contacts - personal counselling.**
Purpose of indicator	To retrieve output information on the number of individual customer contacts realised via personal counselling during one month.
List of concepts and terms of indicator	Individual contacts= meetings with jobseekers/ job changers or employers in which personal counselling takes place. Meetings with multiple customers count as one. These contacts also include the number of contacts by phone and email.
Definition of indicator	• Count individual customer contacts with jobseekers/ job changers or employers on issues with EURES-relevance; • through personal counselling and call centres; • during month Mi.
Operational definition of population for indicator	Information providers: • EURES staff providing personal counselling.
Data sources	Information providers: • EURES staff providing personal counselling.
Data collection methods	Scoring.
Timeline	Monthly.
Suitability for EAMR	Monthly data continuously available. Is already included in current EAMR.
Practical considerations	Data on personal counselling is currently being registered for the EAMR.
Risks	Resistance of EURES members to the current EAMR.
Aggregate level insights	Annual data: • Count individual customer contacts with jobseekers/ job changers or employers on issues with EURES-relevance; • through personal counselling; • During year Yj.

Supplementary indicators - output	
Indicator	**10. Number of unique hits.**
Purpose of indicator	To measure the number of anonymous users of EURES online self-service tools.
List of concepts and terms of indicator	Unique hits: anonymous users of online self-service tools after a minimum dwell time.
Definition of indicator	• Count the number of anonymous users of online self-service tools; • during month Mi.
Operational definition of population for indicator	Anonymous users of online self-service tools.
Data sources	ICT.
Data collection methods	Computerised data analysis.
Timeline	Per month.
Suitability for EAMR	Monthly data continuously available.
Practical considerations	Appropriate ICT infrastructure is required.
Risks	Appropriate ICT infrastructure unavailable.
Aggregate level insights	Annual data. Number of unique hits per year:

	• Count the number of anonymous users of online self-service tools; • during year Yj.

Supplementary indicators - result	
Indicator	**11. Number of interviews secured.**
Purpose of indicator	To measure the number of job interviews secured as a result of a targeted recruitment event.
List of concepts and terms of indicator	Job interview: Meeting between jobseeker/ job changer and employer to explore whether candidate and vacancy are suitable for each other. Targeted recruitment event: Placement services tailored to the needs of jobseekers, job changers and employers, which include (bilateral) projects such as targeted job fairs or similar recruitment events.
Definition of indicator	Count the number of jobseekers/ job changers of a targeted recruitment event organised by EURES who indicate to have had a job interview or who have prospect of an interview.
Operational definition of population for indicator	Participants in a recruitment project who: • Registered ex ante or on-site; • As jobseeker or job changer. How to identify? • Count the individuals; • Who are either jobseekers or job changers; • Who participated in a recruitment project. Organised by the EURES network.
Data sources	Survey data.
Data collection methods	On-site interviews EURES staff; Ex-post survey among registered jobseekers/ job changers who participated in a targeted recruitment project.
Timeline	Per project; Ex-post project.
Suitability for EAMR	No monthly data continuously available. Separate section to present results of events when available.
Practical considerations	On-site monitoring by EURES staff requires the availability of sufficient time and EURES staff to interview participants; Ex-post survey requires the availability of contact details of participants.
Risks	Practical issues are currently not always guaranteed; Limited response ex-post surveys.
Aggregate level insights	Annual data: Number of interviews secured per year: • Count number of interviews secured per project; • During year Yj.

Supplementary indicators - result	
Indicator	**12. Share of hard-to fill vacancies.**
Purpose of indicator	To measure the share of hard-to-fill vacancies among the number of vacancies filled: • As a result of a specific targeted and universal recruitment event.
List of concepts and terms of indicator	Job vacancy: is defined as a newly created, unoccupied, or about to become vacant, post. Filled vacancy: The employer found a candidate suitable for the specific job offer: -who was presented by EURES. Hard-to-fill vacancies: refers to a job vacancy for which employers, despite taking active steps, have not been able to find a suitable candidate from outside the enterprise for a specific post within a particular term that may differ between countries. Recruitment event: A particular type of placement service to bring labour demand and supply together which can be targeted or universal.
Definition of indicator	Count cases in which an employer found a candidate: • Who was presented by EURES; • As a result of/ In the event of a specific targeted or universal recruitment project; • Identify this vacancy as hard-to-fill on the basis of the definition used in the country to which the vacancy applies. Divide this number by the number of vacancies filled (Q1). Multiply with 100 (%).
Operational definition of population for indicator	Vacancies presented at recruitment project. How to identify? • Count vacancies; • Presented by employers; • Who participated in a recruitment project. Organised by the EURES network.
Data sources	Registration data per project; Survey data.
Data collection methods	Data analysis.
Timeline	Per project; Ex-post project.
Suitability for EAMR	No monthly data continuously available. Separate section to present results of events when available.
Practical considerations	Potentially endangering fragile relationships with employers or cause fatigue among them.
Risks	Limited comparability as national definitions differ.
Aggregate level insights	Average number of hard-to-fill vacancies filled per project per year: • Calculate number of hard-to-fill vacancies filled per project; • During year Yj; • Add this number; • Divide by number of events.

Supplementary indicators - result	
Indicator	**13. Share of placements.**
Purpose of indicator	To measure the share of placements among the number of jobseekers/ job changers participating in a specific targeted recruitment project.
List of concepts and terms of indicator	Placement: is understood as the provision of services by an intermediary between the supply and demand on the labour market with the objective of a recruitment taking place, i.e. where recruitment is the filling of a job vacancy. Placement service: encompass all activities through which an intermediary on the labour market realises a recruitment. Targeted recruitment event: Placement services tailored to the needs of jobseekers, job changers and employers, which include (bilateral) projects such as targeted job fairs or similar recruitment events.
Definition of indicator	Count the transitions into employment of jobseekers/ job changers: • As a result of a specific targeted bilateral or multilateral EURES recruitment project; • Confirmed with a labour contract. Divide this number by the number of jobseekers/ job changers participating in the specific targeted bilateral or multilateral EURES recruitment project (Q6). Multiply with 100 (%).
Operational definition of population for indicator	Participants in a recruitment project who: • Registered ex ante; • Registered on-site. How to identify? • Count the individuals; • Who are either jobseekers or job changers; • Who participated in a recruitment project. Organised by the EURES network.
Data sources	Registration data per project; Survey data (onsite, ex post).
Data collection methods	Data analysis.
Timeline	Per project; Ex-post project.
Suitability for EAMR	No monthly data continuously available. Separate section to present results of events when available.
Practical considerations	On-site monitoring by EURES staff requires the availability of sufficient time and EURES staff to interview participants; Ex-post survey requires the availability of contact details of participants.
Risks	Practical issues are currently not always guaranteed.
Aggregate level insights	Average share of placements per project per year: • Calculate shares of placements per project; • During year Yj; • Add this number; • Divide by number of events.

Supplementary indicators - result	
Indicator	**14. Share of vacancies filled.**
Purpose of indicator	To measure the share of vacancies filled among the number of vacancies presented at a specific targeted or universal recruitment project.
List of concepts and terms of indicator	Job vacancy: is defined as a newly created, unoccupied, or about to become vacant, post. Filled vacancy: The employer found a candidate suitable for the specific job offer: -who was presented by EURES. Recruitment event: A particular type of placement service to bring labour demand and supply together which can be targeted or universal.
Definition of indicator	Count cases in which an employer found a candidate: • Who was presented by EURES; • As a result of/ In the event of a specific targeted or universal recruitment project. Divide this number by the number of vacancies presented at a specific targeted or universal recruitment project (Q8). Multiply with 100 (%).
Operational definition of population for indicator	Vacancies presented at targeted or universal recruitment project. How to identify? • Count vacancies; • Presented by employers; • Who participated in a recruitment project; • Organised by the EURES network.
Data sources	Registration data per project; Survey data.
Data collection methods	Data analysis.
Timeline	Per project; Ex-post project.
Suitability for EAMR	No monthly data continuously available. Separate section to present results of events when available.
Practical considerations	Proper registration of vacancies filled required.
Risks	Vacancies filled insufficiently registered.
Aggregate level insights	Average share of vacancies filled per project per year: • Calculate shares of vacancies filled per project; • During year Yj; • Add this number; • Divide by number of events.

Supplementary indicators - result	
Indicator	**15. Share of ESF target groups among participants in recruitment events:** • **Jobseekers/ job changers;** • **Employers.**
Purpose of indicator	To measure whether ESF groups have been reached via the organisation of recruitment events.
List of concepts and terms of indicator	ESF target groups= Jobseekers and job changers belonging to disadvantageous groups targeted by ESF (with regard to age, gender, employment status, educational level, physical status, migrant background, etcetera). Employers representing a micro or SME enterprise. Recruitment event: A particular type of placement service to bring labour demand and supply together which can be targeted or universal.
Definition of indicator	Count jobseekers/ job changers belonging to disadvantageous groups targeted by ESF participating in a targeted recruitment event. Divide this number by the number of jobseekers/ job changers participating in a targeted event (Q6). Multiply with 100 (%). Count Employers representing a micro or SME enterprise. Divide this number by the number of employers participating in a targeted or universal event (Q7). Multiply with 100 (%).
Operational definition of population for indicator	Count individuals: • Who are either jobseekers or job changers; • Who registered either ex ante or onsite. For a specific recruitment project: Organised by EURES. Count individuals: • Who are employers; • Who registered either ex ante or onsite. For a specific recruitment project: Organised by EURES.
Data sources	Registration data.
Data collection methods	Data analysis.
Timeline	Per project; Ex-post project.
Suitability for EAMR	No monthly data continuously available. Separate section to present results of events when available.

Supplementary indicators - result	
Practical considerations	Future registration forms may have to be adapted to capture ESF requirements.
Risks	Lack of data availability.
Aggregate level insights	Average share of ESF target groups reached per project per year: 1. Calculate shares of ESF target groups reached per project; 2. During year Yj; 3. Add this number; 4. Divide by number of events.

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