Country Report

Belgium- Brussels-Capital Region

Client: European Commission

Rotterdam, London, September 2011

Country Report PES PMS

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ECORYS

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Summary

ID	
Country	Belgium, Brussels-Capital Region
Name PES	Actiris
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 main mission of Actiris is to implement the labour market policy in the Brussels-Capital Region and to ensure proper functioning of the labour market there. As the director- coordinator ("Regisseur") of the regional labour market, Actiris, undertakes: 1). registration, control and activities centralized processing of personal data of job seekers 2) management for Job Seekers 3) the recruitment and placement of the employee3) implementation and monitoring of programs for re-employment of unemployed 4) collection of data about the labour market. These tasks involve counselling services for jobseekers and employers but also (limited) services related to training: on languages and ICT. Actiris also maintains the **Brussels International Jobcentre.** Actiris structurally cooperates with LeForem and VDAB in various ways. Actiris is also responsible for the coordination of ESF in the region.	Actiris 2011. Jaarverslag 2010. Management contract 2006.
Organisational setup (nr. of central, regional and local offices)	Het aantal agentschappen is gestegen van 11 op het einde van 2008 naar 15 in 2009.	Actiris (2010). Jaarverslag 2009.
Human resources (nr. of staff if possible fte's) Please mention the year	832 employees, representing 701 full-time equivalents (31-12-2009).	Actiris (2010). Jaarverslag 2009.
Financial resources (annual budget) Please mention the year	253.454.000 euro (2009)	Actiris (2010). Jaarverslag 2009.

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?)	Actiris is the employment service of the regional government of the Brussels-Capital region. It is directly supported (politically) and financed by the regional Government.	www.actiris.be
How much autonomy is given to regional and local level in PES? (*decentralisation*: who designs budget, the strategy etc.)	Social security is a competency of the Federal State of Belgium. Labour market policy is a competence of the regional authority and vocational education of the communities. PES has a management contract with the Government of the Brussels-Capital Region (2006).	Interviews.
To what degree are services or tasks outsourced to voluntary or private sector? (*Privatisation*: which services are outsourced and to whom?)	Services for special target groups (job matching, placement activities) are outsourced to third parties. Information on their performance is included in the PMS.	Interviews.

Country information		Source
Sending or receiving country?	Together with Wallonia, the Brussels-Capital Region constitutes the 'sending part' of Belgium (of mainly low qualified workers). The Capital however, does receive high skilled white collar workers. Belgium as a whole is a receiving country (as far as it concerns Flanders).	Ecorys.
Background information: • % of employment; • % of unemployment. • the main challenges on the labour market (problems and groups).	% of employment (Belgium): 62.0 % (2010); % of unemployment (Belgium): 7.4 % (2011M6); % of unemployment in Region of Brussels is much higher. A large share of the workforce in the Brussels-Capital Region is low qualified.	Eurostat. Interview.

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 contract is – among others – based on the desire of the regional Brussels-Capital Government to establish performance agreements with all of its organisations. The agreement should lead to optimal deployment of resources via an appropriate and prioritised implementation of employment policies. The contract is based on 4 pillars: • Targets to be achieved by Actiris within a period of 3 years, checked on the basis a series of indicators; • Fostering cooperation between regional government, social partners and Actiris; • Establishment of a lively instrument including indicators that allow for revision and eventual extension with new indicators; • Transparency of performance realised by Actiris.	Management contract 2006-2010. www.actiris.be

Indicators		Source
What types of indicators are used to measure performance? (in terms of: inputs, outputs, results, impacts)	The set of indicators used include one input indicators. Remaining indicators include output and result indicators. Indicators are each year revised: Indicators may be altered significantly if priorities are set differently by the directorate, for example with the establishment of a new directorate. Actiris also monitors, on a monthly basis, the in-flow of job-vacancies, the number of vacancies filled, the number of cancelled vacancies, and the number of vacancies available at the end of the month.	Interviews. DWP (2009).
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?	Not directly.	Interviews.

Targets		Source
Do targets exists, i.e. are indicators quantified? For who are targets set (central office, local offices, individual employees)?	Yes, targets are set in the Management contract.	Management contract 2006.
Are targets SMART?	Targets for all performance indicators are SMART.	Management contract 2006.

Tools		Source
Does the PES PMS includes a Data Warehouse (DWH) and to which other administrations is this DWH linked?	Yes, Actiris maintains a "data crossing" that includes administrative data on employers and job seekers from Actiris itself as well as Social security data of employees. Electronic data-exchange on Belgian level: http://www.ksz.fgov.be/	Interviews.
Is a tool (e.g. Balanced Scorecard) for presenting management information available?	No, as there is not a single shared performance management approach across Actiris.	Interviews.

Quality assurance		Source
Is quality of client satisfaction measured? How and frequency?	Customer satisfaction surveys are undertaken 2-3 times per year. Satisfaction of job seekers is measured face to face, and satisfaction of employers is measured via phone.	Interviews.

Management and support		Source
What are the main data sources of the PMS?	Actiris administrative data as well as social security data (federal) on employees, provided by employers.	Interviews.
How is data collected and updated?	Unknown.	
Who has access to the data generated by the PMS?	Unknown.	

Tagging customers		Source
Are customers willing to work abroad or willing to hire foreigners especially tagged in the system?	Yes, customers are asked (during intake) whether they are willing to work abroad. These are tagged (in detail – by country of interest) in order to provide tailored job-search assistance. Willing to hire abroad: not tagged.	Interviews.

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 of clients is sometimes done on an ad-hoc basis, for example for studies on specific measures. Usually, tracking is considered very labour-intensive and counter-productive.	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?	Unknown.	

3 PES performance measurement systems - Use

Performance management areas		Source
Is performance measurement being use for the operational, tactical or strategic level? By whom?	Performance indicators included in the management contract are used for the strategic level. Organisational indicators (not included/ addressed in the management contract) are monitored separately by the various directorates of Actiris for operational purposes (Nb. there is not a single shared performance management approach across Actiris).	Interviews.
At which level (s) of the organisation is performance management practiced?	At directorate level, with own (diverging) indicators to steer Human Resources and Financial Resources.	Interviews.
In which management areas (Human resources, Financial resources, Quality management, and Strategy development) are the findings of performance measurement used?	The performance measurement system per se is predominantly used for strategic purposes. Quality management is included.	Interviews.

PES mission and target setting		Source
Please describe the target-setting process: actors involved, frequency, etc.	Targets included in the performance contract are negotiated between the tripartite Management Committee and the directorate of Actiris and the Brussels Minister of Employment.	Interviews.

Benchmarking		Source
Are sub national PES offices benchmarked?	Yes, local offices (antenna's) are benchmarked. Their performance is compared in order to monitor progress towards the targets set out in the performance contract.	Interviews.

Rewards		Source
Is target-realisation rewarded? How ?	No.	Interviews.

4 EURES

Information about EURES		Source
General information about EURES (number fte's, cooperation with PES)	Nine staff members are currently providing EURES services.	
Most important stages and tools	EURES staff organises and visits job fairs and job-dating events. They also developed a website to stimulate geographical labour mobility: Brussels International Jobcentre: www.bijob.be . They are also in charge of matching jobseekers with job offers from abroad.	Interviews.
Assessment of the tools: what works well and why and what needs some improvement.	Job fairs and job-dating: Speed-dating events with employers are indicated as effective instruments. Employers also give fast feedback.	Interviews.
Which factors facilitate or hinder cross-national placement of individuals by EURES. Describe short their impact.	Language proficiency; Skills that are locally unavailable.	Interviews.
Opinion on the current way/form of reporting in the EA Monthly reports? What works well what does not.	Monthly reports constitute a heavy administrative burden as it involves much manual labour. It is also mainly focused on the process and less on results. Finally, EURES Advisors never receive feedback from the Commission on their Monthly Reports.	Interviews.
Alternative ways for measuring the performance of EURES (describe shortly)	EURES performance is measured with the Monthly Reports. EURES projects (e.g. Jobfairs) moreover, are also monitored. In addition, Actiris staff (including EURES) is every other year evaluated internally. Finally, EURES is taken into account when developing new strategies for Actiris.	Interviews. Ecorys websurvey.
What other data is available for measuring the performance of EURES (other than that included in the monthly reports)?	Not available. Number of vacancies abroad, number of matchings, number of jobseekers interested in European mobility.	Interviews.
In your opinion, what are (or could be) the best indicators for measuring the impact of EURES on geographical mobility?	Tracking employers is considered very labour intensive and contra-productive. But at the same time, it is strategically important to have more indicators on the process of matching / European mobility.	Interviews.

5 Geographical labour mobility

5.1 Design

Specific to geographical mobility		Source
Is the performance of geographical mobility activities other than EURES assessed?	The management contract does not include objectives/ indicators/ targets on geographical labour mobility. But, Actitis has a special geographical labour mobility activity: Bijob. BIJOB's mission is to promote international mobility towards and from the Brussels Region. BIJOB informs the jobseekers that do not yet live in Brussels about the working and living conditions in Belgium and more particularly in the capital. BIJOB also follows-up Brussels inhabitants along their search for a job or a professional training abroad. Outgoing mobility is the priority. BIJOB assists employers (Belgian and foreign) that wish to extend their recruitment scope beyond national borders.	Interviews. www.bijob.be
Do indicators related to geographical mobility activity exist within the PES performance measurement system?	The number of vacancies abroad, number of matchings, number of jobseekers interested in international mobility, etcetera.	Interviews.
Are targets in place?	No.	Interviews.
Does the PES collect any (other) data on geographical mobility activity (i.e. which is not included in the performance measurement system)?	Yes, it is possible for the PES to retrieve LFS data on geographical labour migration from the Belgium Statistical Office. This dataset includes data on immigrants and recent immigrants from EU-27 and non EU-27 countries in BE, Flanders, Wallonia, and Brussels-Capital Region. This data is produced for the monitoring of EES objectives. BIJOB collects information on geographical mobility (output). This information includes info on visitors of the BIJOB website, the number of face-to-face enquiries of job seekers on working abroad, number of emails and phone conversations.	Interviews. Actiris (2011). Annual Report 2010.
Does the PES also monitor geographical labour mobility on the basis of data provided by another organisation (e.g. statistical office)? Which	LFS data from the Belgian Statistical office.	Interviews.

Specific to geographical mobility		Source
indicators are used?		
Where in the PES is data collected and processed?	Study service + by the EURES manager.	Interviews.
How is quality of service/client satisfaction related to geographical labour mobility activities measured?	Once, a survey has taken place, in which this client satisfaction was measured.	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?	Not monitored.	Interviews.
Is monitoring information or data used to inform future activity/resource allocation?	N.a.	Interviews.
Are good practices identified and shared? By whom?	N.a.	Interviews.
Where and when is information on geographical mobility and associated activity used? Is it shared with cross-border/trans-national partners?	N.a.	Interviews.

Annex

Used sources
Actiris- Government Brussels Capital Region. Management Contract 2006 – 2010. Actiris (2011). *Annual Report 2010*. Department for Work and Pensions (2009). *International review of Performance Management Systems in Public Employment Services*.

List of indicators
Percentage signed individual action plans; Percentage of placement of jobseekers with an individual action plan; Reduction (%) of the number of jobseekers with an individual action plan; Success (%) of activities to provide active job search assistance; Indicators on autonomy and distance to the labour market; Penetration grade of employers in the immediate Brussels-Capital-Region; Coverage of vacancies; Use of the budget for active labour market programmes (budget used/ available); Client satisfaction.

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