COUNTRY FICHE: SWEDEN

PES NAME: The Swedish Employment Agency (*Arbetsförmedlingen*, AF)

Basic Organisational Model

Relation to government

Public agency subject to the control of the Ministry of Employment.

Structure and organisational levels

- Head office in Stockholm;
- 320 local employment offices;
- 10 offices located in 10 different market areas, representing the headquarters.

The local offices are divided into 69 labour market areas, which are respectively grouped into 10 market areas and one additional market area with responsibility for customer services. The head Office encompasses a number of departments that provide both support and guidance to the PES network.

Management structures and the role of social partners

- Management: AF is headed by a Management Board, composed of a Director General, and members appointed by Government. Directors responsible for different departments in the Head Office and the 11 Market Area Directors meet with the Director General on a regular basis for discussions and decisions. .
- Supervision: Each activity is strictly supervised by the Government, according to the guidelines set in appropriation letters, which contain the business goals and priorities for the coming years.
- Social partners: Tripartite bodies are not involved in the decision process.

Financing Model

PES financing by source, SEK (million)

	Expenditure (SEK million)						Change 2010-2011 (%)		
	2010			2011 (forecast)					
Source of funding (%)	Total Budget	Operating costs	ALMP	Total Budget	Operating costs	ALMP	Total Budget	Operating costs	ALMP
Total	60.641 (100%)	5.852 (100%)	7.067 (100%)	58.967 (100%)	5.967 (100%)	7.402 (100%)	-3%	2%	5%
Social security contributions									
Government and other public funding	60.641 (100%)	5.852 (100%)			5.967 (100%)				
ESF									
Other EU Funding									
EURES									
PES own revenues									
Other									

Human Resources

PES human resources

	Number of staff	% directly servicing clients
Total	**10.809**	84%
Head office	1.525	0%
Regional offices	251	0%
Local offices	9.033	100%

Note: 9.033 employees in local offices are charged with directly servicing clients.

Integration of Employment Services and Benefit Payments

Unemployment and related benefits:

- Unemployment benefits are paid by the Unemployment Insurance Funds. Registration as a jobseeker is one of the necessary prerequisites and must be performed at the AF offices. The PES is also responsible for the monitoring of the continued eligibility of benefit recipients.

Clients/Customers

Jobseekers

Several breakdowns are applied to jobseeker clients. The main categories are ‘unemployed’, ‘employed’‘, participants in ALMP programmes’ and a residual category known as “others”, which comprises part-time employees or persons employed by the hour, disabled employees in subsidized jobs and interchange candidates. The breakdowns that are typically applied to monitoring these groups are conventional socio-demographic characteristics such as gender, age, duration of unemployment and disability.

Employers

Employer clients are not categorised by the AF.

Other clients

N/A.

Types and Methods of Service Provision

Services for jobseekers

- Placement services, vocational guidance and career counselling for all registered unemployed through face-to-face interviews;
- Training courses, skills assessment and vocational rehabilitation are available for all registered persons clients;
- General information on job vacancies and on the AF service provision is available to everyone, both online and at customer service desks;
- Tailored services for business start-ups;
- Job-search support for newly arrived immigrants.

Services for employers

- Recruitment and vacancy advertisement services for all employers;
- Training courses for the unemployed by local training institutions on employers’ request;
- Information on the AF service provision is provided both directly and online to all employers.

Job Vacancies and Market Share

Collecting information on job vacancies

Information on job vacancies is volunteered by employers during meetings with AF staff, telephone interviews, emails and the CV vacancy portal. Special awareness campaigns such as “Jobbjakten” (Job-hunt) and “Jobb-till-tusen” (A thousand jobs) are promoted with a view to encouraging registering vacancies with AF.

Vacancies and referrals

Stock in March 2011: 71,264.
AF does not monitor the number of filled positions.

Matching of supply and demand

Supply and demand on the labour market are analysed twice a year. Surveys of random samples of employers are carried out to investigate short and long-term skills needs. Surveys and interviews also include public sector employers.

Market share

Arbetsförmedlingen calculates the market share in terms of the proportion of employers satisfied with the PES service provision, which varies from 85 to 92%.

Active Labour Market Policies

LMP Services

Name of service	Brief description	Delivery
Job-coaching	The aim is to improve the job matching by helping the unemployed to improve its CV, improve the unemployed job-searching abilities.	The service is delivered by the PES, but the unemployed can choose either an internal or an external job-coach.
Individual guidance service	Increase the jobseeker's placement chances and decrease the duration of unemployment.	PES

LMP Measures

Name of measure	Category	Brief description	Delivery
Start-up grants	7	The aim is to help the unemployed to start their own business and become self-employed.	The PES decides if the business concept can be profitable.
Work experience	4	Job practice aims to improve the beneficiaries’ job prospects.	PES.
Wage subsidy	4	Wage subsidy to help unemployed with a functional disorder.	PES.
Entry recruitment incentives	4	Employment combined with training in Swedish. Special measure for refugees and other asylum seeking immigrants.	PES.
Education and training	2	Vocational education and training.	PES purchase education and training services from external providers.
Public sheltered employment (OSA)	5	To provide severely disabled persons with public sheltered employment.	PES.
Security Employment Samhall	5	Provide employment for persons with disabilities who are unable to find work in the regular labour market within the state-owned company Samhall Corporation AB.	PES.

Cooperation/partnership

Core services like preparatory measures, education and coaching are provided by AF in cooperation with external partners. Most of these services are subject to public procurement, according to the national law implementing European Union directives. A range of target beneficiaries is identified: the newly unemployed, the long-term unemployed, the long-term vulnerable groups and groups with health problems, new immigrants. Members of these categories, fulfilling a number of criteria, are offered focused courses, training and services. Healthcare and education services, independent social welfare organisations, but also private employment agencies provide all these services as sub-contractors, and they are fully financed and paid by AF.

Evaluation
AF regularly evaluates ALMP programmes by recourse to independent bodies, such as IFAU (The Institute for Labour Market Policy Evaluation).

Management Logic and Performance Measurement

Planning process
AF's overall operational policy goals are set by the government with the submission of an appropriation letter at the end of each year. Following these instructions, the board of directors sets the internal guidelines, which also detail the allocation of resources as well as the priorities to be achieved. Each level of the organisation has its own business objectives and goals.

Types of objectives and targets
Targets are grouped into 4 classes:

- Customer-related targets, which include client satisfaction with AF service provision and management;
- Activity-based targets, which include transitions into work or education for different types of jobseekers;
- Employees-related targets, including health status, opportunities to develop new skills in the workplace and workplace meetings as a tool for development of the organisation;
- Management targets, in terms of functional and efficient economic planning, as well as the percentage of disposable customer time in customer service.

Monitoring
Regular follow-ups take place twice a month, when each member of staff meets the employment office manager for a discussion on performance. The employment officer, then, once a month, has a meeting with the labour market area manager. Finally, the market area director has a performance dialogue with the Director General 3 to 5 times per year.

Lean management
The instrument of lean management is not used to increase efficiency at this stage.