COUNTRY FICHE: NORWAY

PES NAME: Norwegian Labour and Welfare Organisation (NAV)

Basic organisational model

Type of organisation/relation to government

Public agency under the supervision of the Labour Ministry.

Structure and organisational levels

- Central office;
- County offices;
- Municipal offices.

Management structures and the role of social partners

- Management: The Labour Ministry sends detailed instructions to the central office, which then forwards instructions to county offices. County offices forward instructions to the local offices. PES are free to allocate resources to different ALMP programmes.
- Supervision: The Labour Ministry receives detailed reports on management every 4 months. County and municipal offices must regularly report to the central office on their activities.
- Social partners: Unions and employers are not involved in the management of PES, though they are consulted on a range of relevant matters.

Financing model

PES financing by source, NOK (million)

	Expenditure (NOK 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	16.700 (100%)	9.500	7.200	17.100 (100%)	9.800	7.300	2%	3%	1%
Social security contributions									
Government and other public funding	16.700 (100%)	9.500	7.200	17.100 (100%)	9.800	7.300			
ESF									
Other EU Funding									
EURES									
PES own revenues									
Other									

Human resources

PES human resources. Date of observation: November 2010

	Number of staff	% directly servicing clients
Total	**13.500**	43%
Head office	350	
Regional offices	670	
Local offices	8.450	69%

Note: NAV has other specialized units not mentioned in the table. This is why the sum of employees working in local, regional and central offices does not add up to the stated total. 5,800 employees in the local offices service clients directly.

Integration of employment services and benefit payments

Unemployment and related benefits:

- The payment of unemployment benefits is fully integrated into NAV's service provision.

Other social benefits:

- NAV is in charge of both the registration and the payment of rehabilitation allowances, disability allowances and sickness benefits. Other social benefits are paid by Municipalities.

Clients/Customers

Jobseekers. Date of observation: February 2011

Jobseeker client groups	Number	%
Total	125.735	
Out of work	77.374	62%
Partially out of work	32.114	26%
On ALMP	16.247	13%

A first distinction among jobseeker clients is made between those who are out of work, those who are partially out of work and the ones who participate in ALMP programmes. Conventional socio-demographic characteristics such as gender, age, disability, county and occupational history are applied for monitoring purposes.

Employers. Date of observation: February 2011

Employer clients are categorised by the way they advertise their vacancies: vacancies published in various media; vacancies reported to PES through internet facilities; vacancies reported to PES directly.

Employer client groups	Numbers	%
Total	30.301	
Vacancies published in various media	14.895	49%
By employer to PES through internet facilities	13.287	44%
To PES directly	2.119	7%

Other clients

Other clients can be found among persons with health-related issues (i.e. sickness leave or rehabilitation), who are offered rehab measures like skills assessment, counselling, and work experience. Supported employment services are also available for this category of clients.

Types and methods of service provision

Services for jobseekers

- Free access to web-based job vacancies database, as well as a CV database in order to facilitate matching and placement;
- Individual counselling services and guidance are offered to those unemployed who need this approach;
- Job clubs are organised by both the PES and local training institutions in order to facilitate job-search and matching;
- Skills assessment is available to both the disabled and the unemployed who need this kind of service, in cooperation with local educational authorities.

Services for employers

- Vacancy advertisement and job placement services are available to the employers on the web and at PES offices;

Job vacancies and market share

Collecting information on job vacancies

Vacancies are notified by employers in different ways: publications on various media, upload on the PES' website, and direct notification to PES. Information is collected thanks to a regular contact (i.e. visits, telephone interviews) with employers, but also through an organised service that checks different media and registers vacancies into a common database.

Vacancies and referrals

Stock in February 2011: a total of 30.301 vacancies notified to NAV.

Matching of supply and demand

NAV regularly monitors mismatches between demand and supply of labour by delivering surveys to employers, twice a year. These surveys are conducted both by PES county offices and private polling firms, such as TNS-Gallup.

Market share

NAV's market share in 2010 was estimated to be 32%.

Method: NAV calculates market share by recourse to the number of vacancies notified, in proportion to the total number of vacancies.

Active labour market policies

LMP Services

Name of service	Brief description	Delivery
Job clubs		
Training		
Guidance for vocational rehabilitation		

LMP Measures

Name of measure	Category	Brief description	Delivery
Training		Also work experience for the young.	
Supported employment			
Education			
Disability employment services			

Cooperation/partnership

External providers selected on the basis of public tenders are involved in the delivery of ALMPs. NAV contracts all kinds of training programmes to external providers, such as training bodies or county education authorities. ALMPs are delivered locally, thus cooperation is also organised at the local level.

Evaluation

Evaluation is commonly incorporated in the design of the ALMP programmes. Evaluation is part of the process of testing of new programmes. The Labour Ministry supervises the implementation of the evaluation, which is done by external research institutions.

Management logic and performance measurement

Planning process

Key objectives and targets are agreed according to performance indicators decided on an annual basis by the NAV central office and the Ministry.

Types of objectives and targets

79 performance indicators have been adopted for 2011, *inter alia*: increasing productivity, increasing customer satisfaction and implementing multi-channelling service strategies.

Monitoring

Progress on most indicators is monitored every 4 months. However, some indicators (not listed in the questionnaire response) are monitored every month, and others still are monitored yearly.

Lean management

NAV implements Best Internal Practice and Continuing Improvement techniques to support the handling of benefit claims.