COUNTRY FICHE: GREECE

PES NAME: The Manpower Employment Organisation (OAED)

Basic organisational model

Type of organisation/relation to government

Greece's national employment service operates under a public legal status and supervised by the Ministry of Labour and Social Insurance. OAED is responsible for implementing the government's policy for promoting employment and combating unemployment.

Structure and organisational levels

- Central structure: Governor, Administrative Board, General Directorates, Directorates;
- Regional structure: 7 Regional Directorates;
- Local structure: 121 Employment Promotion Centres and Educational Bodies (52 Technical Vocational Schools (Apprenticeship schools) and 31 Institutes for Vocational Training).

Management structures and the role of social partners

- Management: The Governor is the supreme management and executive organ of OAED. The Administrative Board is entitled to decide on every issue that does not fall within the competence of the Governor. It is responsible for defining implementation issues in the fields of employment and social insurance, decides for the issues which concern the assets of OAED and manages the Special Fund for Employment and Vocational Training (LAEK).
- Supervision: OAED's activities are supervised by the Ministry of Labour and Social Insurance.
- Social partners: The composition of the Administrative Board members is based on the principle of the tripartite representation. Its members are: the Governor of OAED, 5 representatives of the Government, 4 representatives of the trade unions, 2 representatives of the OAED staff, and 5 representatives of the employers.

Financing model

PES financing by source, Euro (million)

	Expenditure (EUR million)						Change 2010-2011 (%)		
	2010			2011 (forecast)					
Source of funding (%)	Total Budget	Operating costs	ALMP	Total Budget	Operating costs	ALMP	Total Budget	Operational costs	ALMP
Total	2.879	175	520	3.700	167	1.000	29%	-5%	92%
Social security contributions	1.831 (63,6%)			2.560 (69,2 %)					
Government and other public funding	484 (16,8%)			651 (17,6%)					
ESF	417 (14,5%)			315 (8,5%)					
Other EU Funding	147 (5,1%)			174 (4,7%)					
EURES									
PES own revenues									
Other									

Human resources

PES human resources. Date of observation: February 2011

	Number of staff	% directly servicing clients
Total	**3.422**	N/A
Head office	415	
Regional offices	169	
Local PES	1.851	
Technical Vocational Schools and Institutes for Vocational Training	987	

Note: figures on the share of staff on front-office duties were not provided.

Integration of employment services and benefit payments

Unemployment and related benefits:

- Local PES provide both employment services and benefits, fully integrated within Employment Promotion Centres (one-stop shop).

Other social benefits:

- Employment Promotion Centres are also responsible for the payment of maternity benefits and family allowances.

Clients/Customers

Jobseekers. Date of observation: February 2011

Jobseeker client group	Number	%
Total	689.558	100%
Men	295.529	43%
Women	394.029	57%
Long-term unemployed (>12 months)	247.000	36%
Unemployed less than 12 months	442.558	64%
Compulsory education (up to 9 years)	276.863	40%
Secondary education	315.541	46%
Higher Education	97.154	14%

A general reform of OAED is in progress, introducing a new "customer-oriented" service delivery model. This will allow for a re-definition of OAED clients categories, such as employed jobseekers, unemployed jobseekers and the inactive. Monitoring of job seekers is carried out according to the following criteria: gender, age, duration of unemployment, disability, ethnicity, level of education.

Employers

Employer clients are grouped by:

- Their interest in participating in OAED active labour market measures;
- Their interest to recruit personnel coming from vulnerable social groups.

No data are provided regarding the number of employers serviced.

Other clients

Beneficiaries of social allowances managed by local PES offices:

- Mothers on maternity benefits;
- Parents on family allowances;
- Builders on special benefits.

Types and methods of service provision

Services for jobseekers

- Personal interviews, profiling, individual Action Plans;
- Counselling for new entrepreneurs (3 to 5 day seminars for the unemployed receiving grants to start a new business);
- Vocational training for employees;
- Job clubs, i.e. group-coaching sessions for the unemployed, especially the young and the low-skilled;
- Self-services, through the web-based job vacancy and CV database which can be accessed by jobseekers and employers alike.

Services for employers

- Support to the recruitment of new staff;
- Informing employers in case of new activities or "products" available at local offices.

Job vacancies and market share

Collecting information on job vacancies

Employers in Greece are free to notify their vacancies to OAED, which at the same time seeks to gather information directly via personal visits, telephone contacts and interviews with employers within local PES premises. The aim is to develop a good relationship with employers and establish a flow of information on vacancies and OAED services.

Vacancies and referrals

In 2010 about 45.000 vacancies and positions were filled by the Greek PES.

Matching of supply and demand

Matching is done by the IT System (OPS), which compares available vacancies with jobseekers' profiles drawn up by counsellors after individual interviews. The information system enables an efficient matching between job seekers and vacancies as well as the monitoring of the Individual Action Plan. No further monitoring of labour market trends is carried out with a view to planning training actions or ALMPs.

Market share

No data were provided on market share.

Active labour market policies

LMP Services

Name of service	Brief description	Delivery
Counselling services	Especially group counselling classes, on PES premises, concerning start-up business plan counselling, vocational guidance and job search advice. Face-to-face interviews with registered job seekers for profiling purposes	PES

LMP Measures

Name of measure	Category	Brief description	Delivery
Training	2	Training programmes for employed persons in firms with 50 and more employees. The programmes focus on employees at risk of lay-off due to the reduction of productive activity, address 27.000 beneficiaries. Training programmes aiming at the structural adaptability of enterprises of up to 49 employees are implemented by the Vocational Training S.A. The programmes address 18.000 beneficiaries.	
Employment Incentives	4	Two special programmes promoting employment for 65,000 unemployed persons, through subsidisation of social insurance contributions, especially for young people up to 30 years old and special groups of the unemployed population. Programme for the extension of the tourist season through subsidisation of social insurance contributions, for the re-employment of 70,000 unemployed people, in seasonal or all-year round hotels. Employment programmes for young people up to 24 years old aiming at facilitating job-insertion. The duration of the contract can be up to 12 months. The social insurance contributions of the employed will be paid by OAED. Subsidisation programme of social insurance contributions, for 200,000 full-time job positions, for the preservation of 400,000 job positions. *(this program is a lay-offs prevention measure)* Subsidisation programme of private and municipal enterprises for job creation, addressed to older unemployed who are close to retirement.	
Start-up incentives	7	Subsidisation programme for 4,000 new female entrepreneurs, aged between 22 and 64. Subsidisation programme for 2,500 new entrepreneurs, aged between 22 and 64. Subsidisation programme for 800 new entrepreneurs, unemployed persons with disabilities, former drug users and ex-convicts.	

Cooperation/partnership

OAED is the only public employment services provider in Greece. A call for tenders is currently open for a study concerning the types of co-operation and partnership which could increase the quality and the efficiency of the delivery of ALMPs (services and measures), in the Greek labour market. This study will describe the types of organisations that OAED should co-operate with (e.g. municipalities or other public bodies, private employment agencies, the voluntary sector, training organisations etc.), the kinds of services they offer, the groups of clients they target and the kinds of arrangements they could have with our organisation (inter-institutional agreements, sub-contracting, voucher systems, etc.) in order to improve service provision.

Evaluation

The use of evaluation to improve the provision of services is one of the strategic priorities of OAED for 2010-2013. To this end, specific projects are being implemented in order to study in-depth the appropriate management/business model in the interest of decentralisation and better client access, and to put in place a better evaluation system for all services provided.

Management logic and performance measurement

Planning process

The bodies involved in the process of setting objectives and targets are; the Ministry of Labour and Social Insurance; the social partners; the regional and local layers of the Agency; organizations dealing with employment, vocational training, education; the Managing Authorities of the Operational Programmes which are funded by the different European Structural Funds; and representatives of civil society (NGOs). OAED objectives and targets are about to change based on the results of a number of studies that are being currently carried out on the modernisation of the agency's management, the upgrading of monitoring and performance measurement.

Types of objectives and targets

Current objectives and targets include:

- Decentralisation: transformation of local offices into one-stop-shops and progressive delegation of duties

and responsibilities to them.

- Focus on beneficiaries: creating a friendlier environment for citizens and enhancing the role of OAED in the labour market through the inclusion of more categories of beneficiaries, such as those at risk of losing their jobs or those who wish to change it.
- Development of collaborations and synergies: one-stop shops will be connected locally with other administrative services – Citizens' Service Centres – as well as bodies and stakeholders offering services related to access to the labour market (counselling, training).
- Multi-channelling: OAED is improving its internet portal to facilitate matching. In the future, the introduction of user registration, CV entry and updating and also updating of job vacancies, will allow more and more unemployed people and employers to make use of the portal. At a later stage, the Organization will offer services such as e-counselling, job search e-training and e-learning, accessible to every interested party.
- Approach to employers: the portal will develop the interconnection of PES offices with enterprises. The final purpose is to satisfy the needs of employer clients and to enhance the brokerage role of OAED.
- Counselling services: OAED is aiming at updating counselling services, connecting them with other active employment policies and expanding them horizontally in the field of job search.
- Development of active employment policies: through the exact definition of the various categories of beneficiaries, the local offices will be able to focus on tailor made client-oriented programmes, or on a combination of actions to respond to the needs of the labour market according to geographic, economic and demographic criteria.

Monitoring

No mention is made of monitoring systems.

Lean management

No mention is made of lean management processes.