

Benchmarking and Performance Monitoring: Strengths and Weaknesses – three instruments

More Effective Public Workforce Programs through
Comparative Performance Monitoring

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13 November 2018

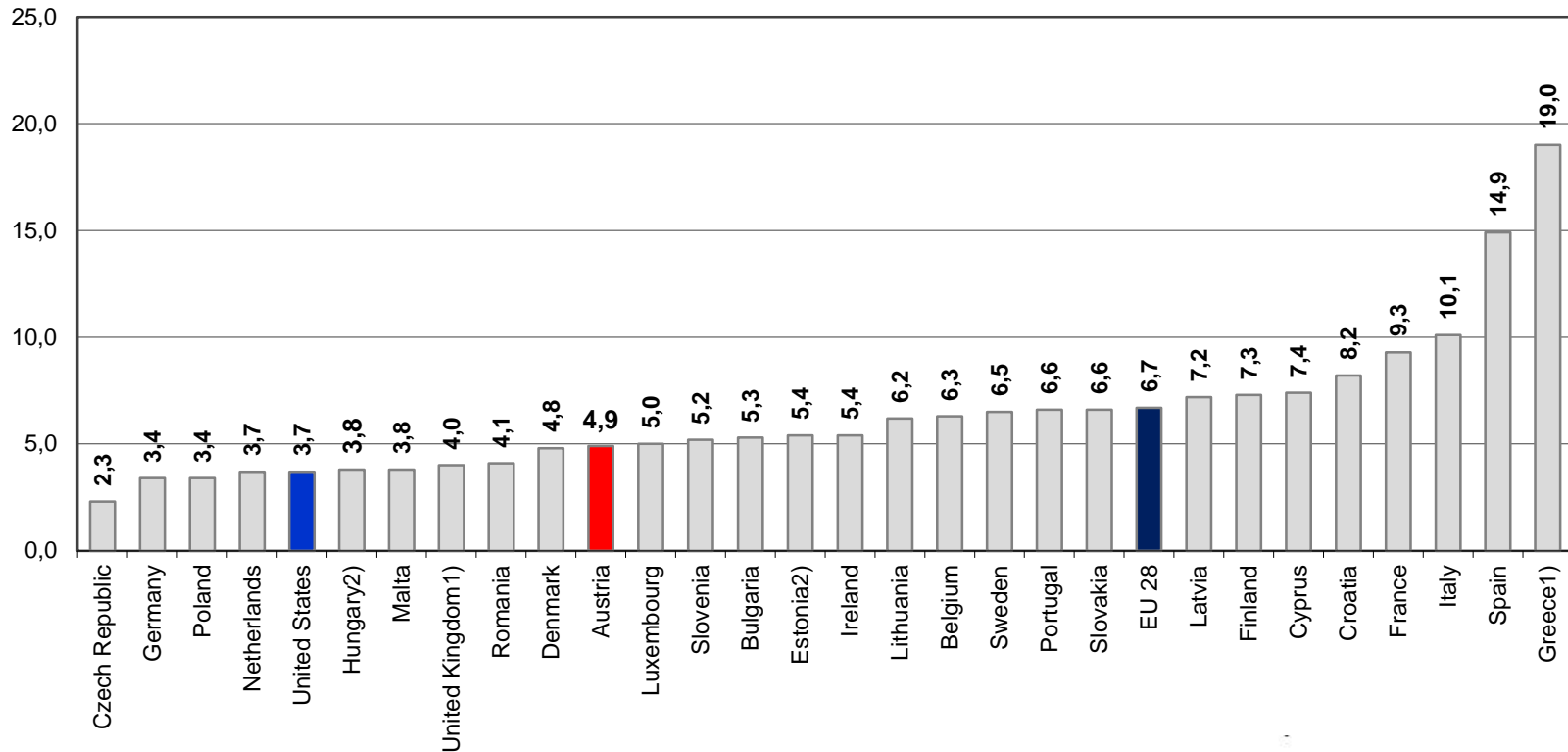


Central Europe – AUSTRIA – PES Austria

- **Distance Vienna – Washington: 7,119 km**
- **Population: 8.8 Mill.**
- **Area: 83,879 km²**
- **Capital: Vienna (1.9 Mill.)**
- **Economic growth:**
2017 2.6% (forecast for 2018: 3.0%; 2019: 2.0%)
- **Unemployment rate** (September 2018; Eurostat): 4.9% (-0.5%-points compared to September 2017)
- **Employment rate 2017** of people aged 20-64: 75.4% (men: 79.4%; women: 71.4%)
- **Employed persons 2017:** 74% service sector, 25% production sector, 1% primary sector



Total unemployment rate in European comparison September 2018



Eurostat (5.11.2018): Austria: September 2018; 1) July 2018 2) August 2018

Overview of the “technical” tools of Performance management used by the AMS

- Labour market policy targets
- **Balanced Scorecard**
- Specialist Monitoring
(e.g. process indicators for main processes for PES like service for jobseekers, service for employers, labour market and vocational information)
- Controlling (financial, IT, HR – Controlling)
- Traditional statistics and forecasts of the labour market
- **Monitoring of active labour market policy instruments**
- Assessments (internal/external/**EU PES Benchlearning-Assessment**)

Balanced Scorecard - Intentions of the BSC

- Strategic management information
- Overall evaluation of local offices, regional offices and the federal office
- supports a systematic working out of objectives and priorities of individual organisations
- supports an independent analysis of strengths and weaknesses of an organisational unit
- allows an assessment of organisational units
- is believed to eliminate lengthy disputed questions about strengths and weaknesses of a local or regional office

Services to jobseekers

- Achievement of LMP targets
- Overall customer satisfaction
- Average duration of business case of registered unemployed
- Taking up work within 3 months after finishing an active measure
- Customer satisfaction with active measures
- Average duration of processing ue benefit applications
- Ratio of granted appeals in ue insurance cases
- Utilization eAMS (3 items)

Services to employers

- Achievement of LMP targets
- Overall customer satisfaction
- Penetration rate of open vacancies
- Penetration rate of apprenticeships
- Days for filling vacancies
- Utilization eAMS (2 items)

Management process

- Evaluation of managers by staff
- Satisfaction of staff with working conditions
- Achievement of targets concerning women's promotion

Career information

- Customer satisfaction with career information centres and utilization

Support process

- Call centre: service level
- Call centre: customer satisfaction
- Costindex of materials

Overall
performance

Balanced Scorecard – Usage in PES Austria

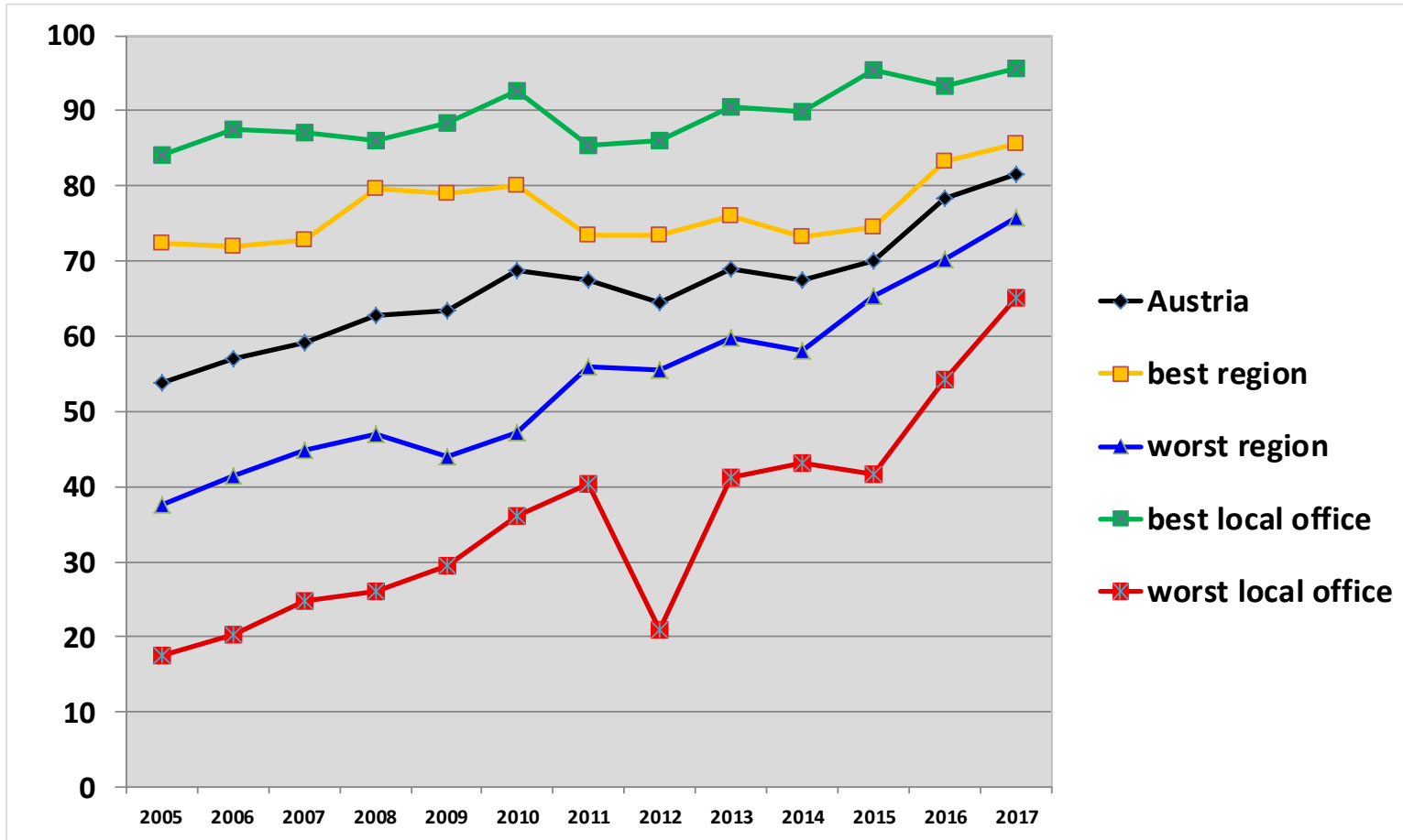
- facilitates self control of organisational units (systematic development of measures)
- promotes learning in the organisation
- jointly developed and ongoing reflected
- basis for internal management assessments (cycle of 4 years for each federal office)
- focusing on transparency and traceability
- challenge: the more decent and precise, the more complex and so less understandable e.g. cluster/development
- Since 2009 BSC performance used as basis of staff bonus system
- Annual Award: Best of AMS Award

Balanced Scorecard – Best of AMS Award 2017



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BSC development since 2005 – the real success



Monitoring of active labour market policy instruments (1)

- Since years the AMS has been carrying out nationwide monitoring of active labour market policy instruments.
- Monitoring of every single instrument and measure on the dimensions:
 - inflow
 - outflow
 - outcome
 - employment after completion of measures: eg. 1 week, 3, 6 months
 - volume of employment after completion of measures: 6, 12, 24 months
 - costs
 - overall costs
 - costs per participant
- Customer satisfaction

Monitoring of active labour market policy instruments (2)

- Outcome Monitoring
 - data network with the Austrian General Social Security Insurance (Data Warehouse)
 - daily calendar for every legal employed person in Austria about employment status
- in addition: evaluation by external research institutes e.g. WIFO (e.g. income)

Assessments

Assessments

Internal Assessments

- Gender Mainstreaming Assessment
- Process-Reviews
- Interface analysis
- CIP (Continual Improvement Process)
- Management Assessments (Benchmarking of the performance of regional and local offices; cycle of 4 years; carried out by internal assessors)

External Assessments

- Participation in the Process Award (Austrian Society for Process Management)
- Participation in the Austrian Quality AWARD (Quality Austria)

EU PES Benchlearning-Assessment

- Data collection
- PES capacity Questionnaire
- Site Visits
- Feedback Report

Benchlearning Methods

Benchlearning methods

1. Data collection annually

- unemployed individuals: stock, in/outflow, transition into employment
- notified vacancies
- annual PES expenditures on ALMP and unemployment insurance

2. PES capacity Questionnaire

- covering structure of the EFQM-model
- describing the enablers and results
- focusing on changes

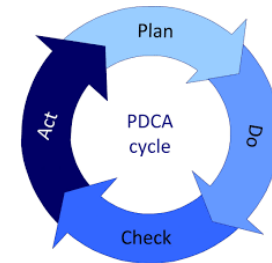
3. Site Visits

- cycle of 3 years
- based on information provided above
- carried out by an expert delegation

Benchlearning methods

4. Feedback Report

- includes identification of strengths as basis for **mutual learning** and weaknesses as potential for improvement and recommendations
- **PES knowledge centre**: collection of good practices
- **classification of maturity levels** according to EFQM sections:
 - Strategic performance management
 - Design of operational processes
 - Sustainable activation and management of transition
 - Relationship with employers
 - Evidence based design and implementation of PES services
 - Management of partnership and stakeholders
 - Allocation of PES resources
- **Maturity level 1-4** according to PDCA cycle



Benchmarking – Maturity levels

(excerpt of the dashboard)











Country: Austria Section: All sections

Overall Austria ★★★★

Country	Overall	A: Strategic	B: Operational	C: Sustainable	D: Relational	E: Design	F: Partnership	G: Resources
Austria	★★★★	★★★★	★★★	★★	★★★	★★	★★★★	★★★★
Belgium - LE FOREM	★★	★★	★	★	★★★	★★	★★	★★
Belgium - VDAB	★★★★	★★★	★★★★	★★★	★★★	★★★	★★★	★★★
Bulgaria	★	★★	★	★	★★	★	★	★★★
Croatia	★★	★★	★★	★★	★★	★★	★★	★★
Cyprus	★	★	★	★	★	★	★	★
Czech Republic	★★	★	★★	★★	★★	★	★★	★★
Denmark	★★★	★★★	★★★	★★★	★★	★★★	★★★	★★★



PES knowledge centre

Lang	Type	Title	Year	Country
EN		PES Practice: The Austrian PES Skills Barometer	2018	Austria
EN		Promising PES Practice: The Management Assessment (MASS)	2017	Austria
EN		PES Practice: Competence check for the vocational integration of refugees (Kompetenzcheck)	2017	Austria
EN		PES Practice: Multilingual Competency Questionnaires	2017	Austria
EN		PES Practice: The Client Monitoring System (CMS)	2016	Austria
EN		PES Practice: Using the EFQM-model for quality management	2016	Austria
EN		PES Practice: Implementing non-monetary incentives by awards	2016	Austria
EN		PES Practice: A databank for PES employees to share innovative ideas	2016	Austria
EN		PES Practice: Internal and external performance assessment	2016	Austria
EN		PES Practice: Project database	2016	Austria

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