

EU – US Exchange



3-4 September
Performance measurement systems
Target setting processes
Benchmarking systems

**Two types of targets and subsequent
two types of target setting methods**

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Type 1

yearly business targets / labour market goals

- 8 national labour market indicators, agreed with supervisory board and combined with ALMP budget accordingly. Strong impact of national policy: emphasis on target groups: youth, elderly...
- + 1 regional + 1 local labour market indicator
- comparing performance to identify room for improvement for each local office individually
- bargaining of target values based on: statistically recalculated past results, forecasts and budget offered

Type 1

yearly business targets / labour market goals

- Recalculation combines de facto results with specific labour market parameters (demand and supply) to identify „what would have been possible?“
- offered budget ist based on real costs in the past + regional intervention rate (effectivity & efficiency considerations) „how much would that cost?“
- Gender budgeting approach (if real costs for women are lower than for men -> men´s costs are deployed to - at least- not prolong inequalities)

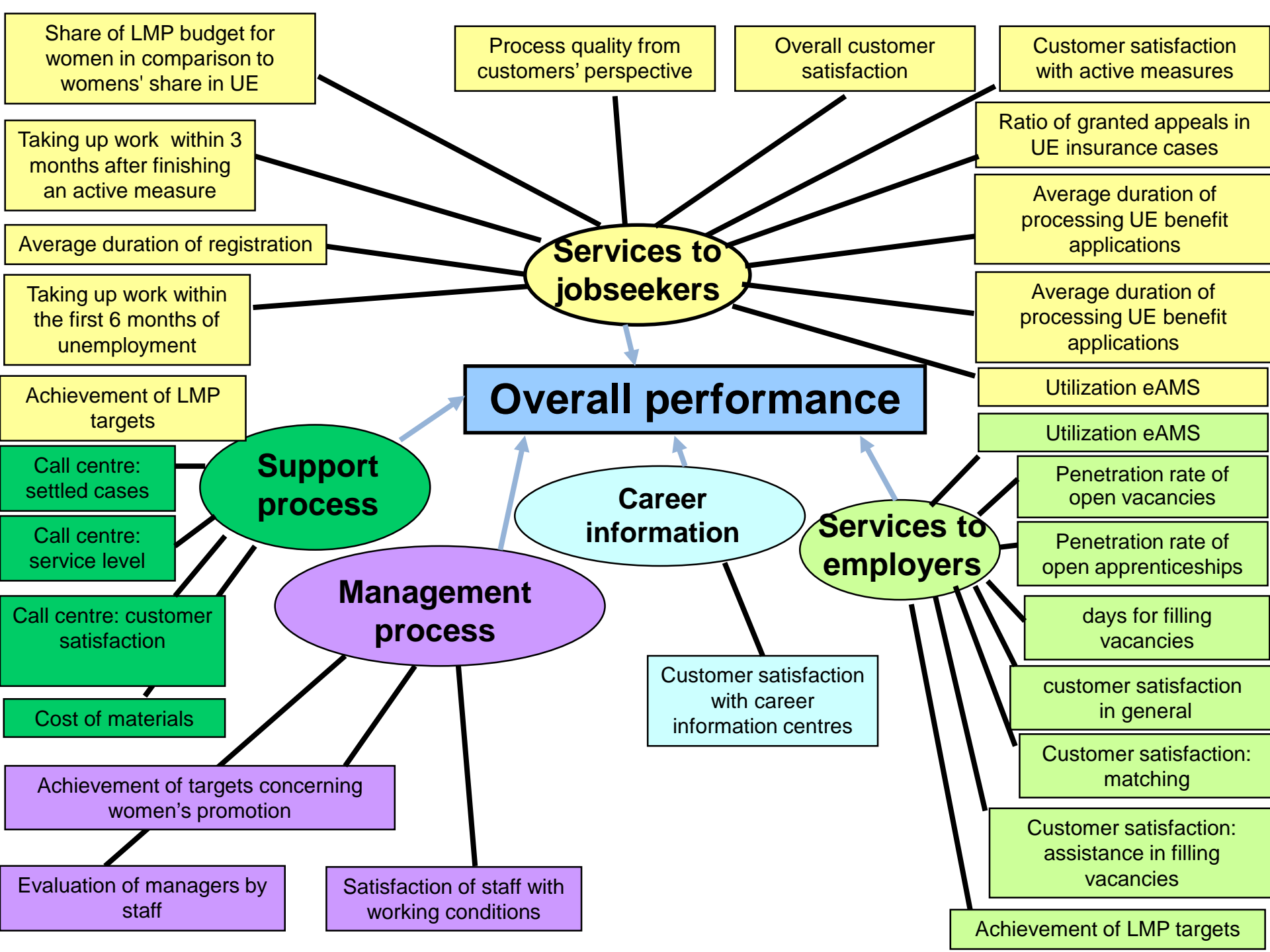
Type 2 Balanced Scorecard

- holistic picture of drivers and results of AMS services covered by 28 indicators
- Strategic instrument developed internally -> management tool to enhance performance by fostering competition
- No negotiation or individual target setting with local organizations, a self-referential system
- Levers are ranking (ambition!) and bonus aligned with overall BSC score
- Labour market goals are included

Different benchmarking by type of BSC-indicator:

- range fixed by norms (min service level in call center, max. duration from UB calculation to notification)
- range fixed by requested level (use of e-services, labour market goals)
- benchmarks derived from external point of comparison (great place to work)
- range that works with self-referencial benchmarking of branches per cluster. Scoring of units' performance excluding the best and worst 10 % (market share of vacancies, effectivity of vocational training)

annex



Services to jobseekers

Overall performance

Support process

Management process

Career information

Services to employers

Share of LMP budget for women in comparison to womens' share in UE

Taking up work within 3 months after finishing an active measure

Average duration of registration

Taking up work within the first 6 months of unemployment

Achievement of LMP targets

Call centre: settled cases

Call centre: service level

Call centre: customer satisfaction

Cost of materials

Achievement of targets concerning women's promotion

Evaluation of managers by staff

Satisfaction of staff with working conditions

Process quality from customers' perspective

Overall customer satisfaction

Customer satisfaction with active measures

Ratio of granted appeals in UE insurance cases

Average duration of processing UE benefit applications

Average duration of processing UE benefit applications

Utilization eAMS

Utilization eAMS

Penetration rate of open vacancies

Penetration rate of open apprenticeships

days for filling vacancies

customer satisfaction in general

Customer satisfaction: matching

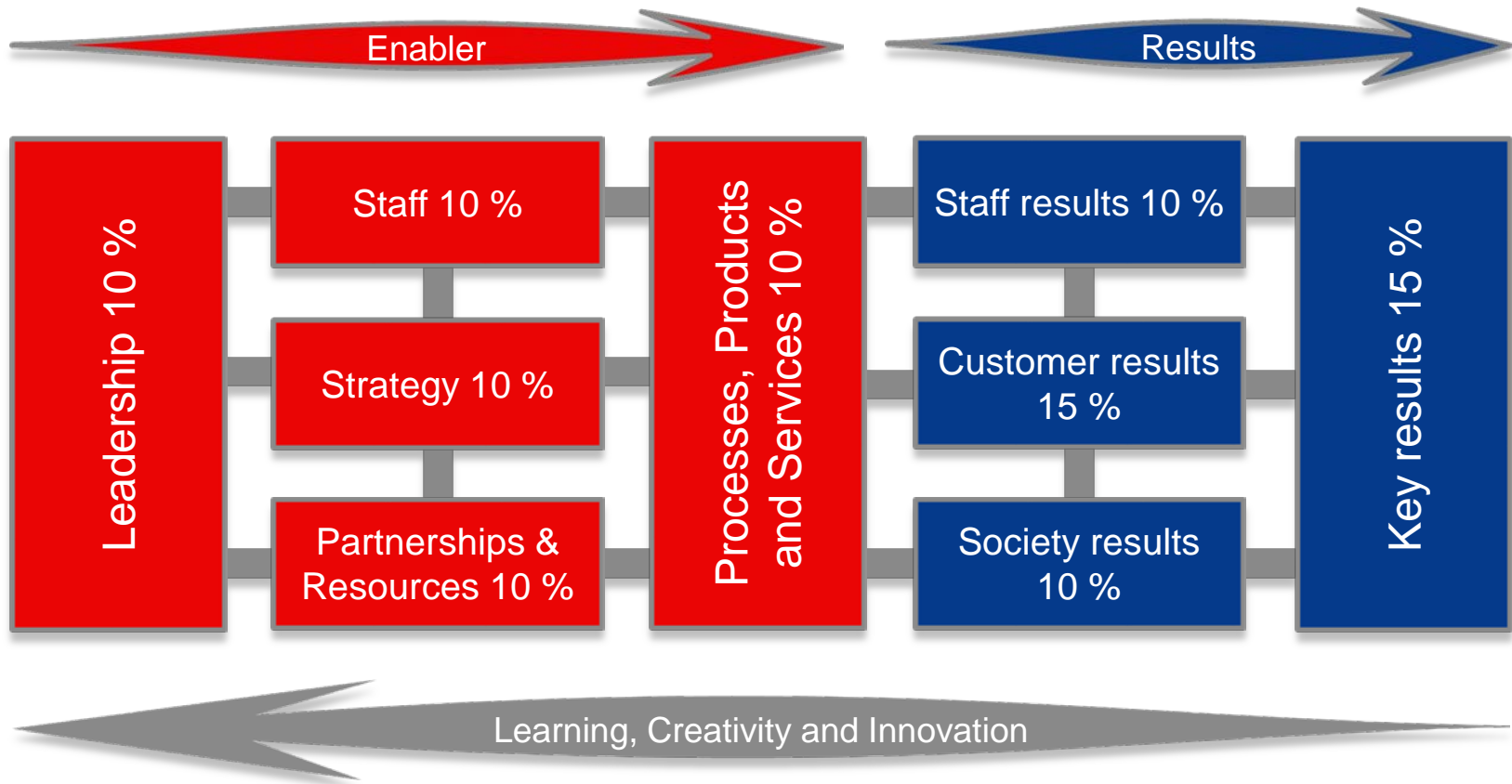
Customer satisfaction: assistance in filling vacancies

Achievement of LMP targets

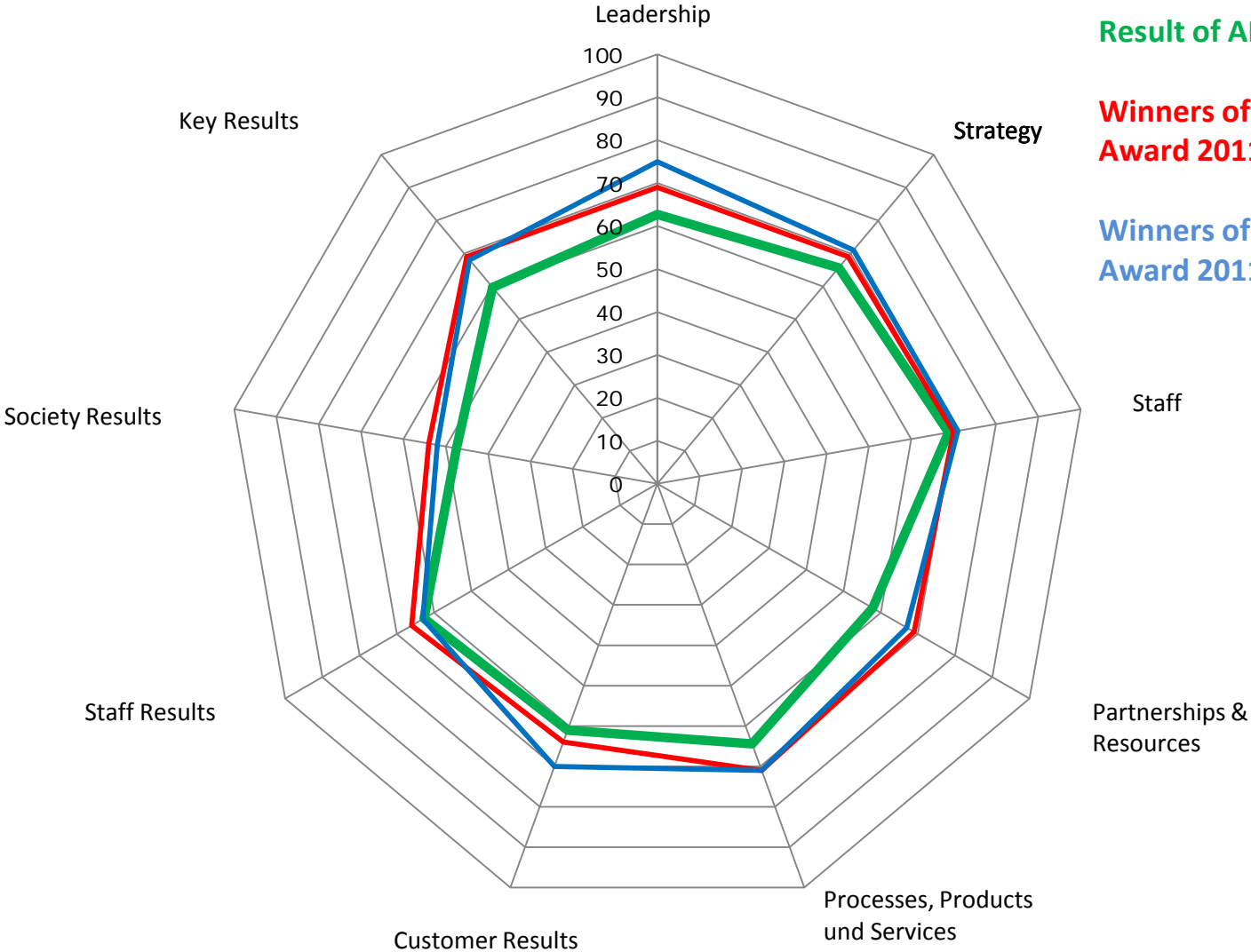
Customer satisfaction with career information centres

AMS Balanced Scorecard

- *Sample of indicators and their weight is leaned on EFQM model*



2015 Austrian Quality Award



Result of AMS Austria 2015

Winners of Austrian Quality Award 2011-2014 AFQM

Winners of European Excellence Award 2011-2014 EFQM

Labour market goals / business targets 2016

4 goals with 8 indicators

- **goal** „We provide offers timely to prevent labour market exclusion“
 - indicators: **job take ups** of defined target groups like elderly, people with long distance from labour market, women after parental leave – partly also with sustainability component of employment
Crossing the threshold of *LTU > 6 month* of youngsters
- **goal** „we secure effectivity of vocational training“
 - indicator: *share of job take ups after qualification/ training* within 3 month“
- **goal** „we improve labour market chances for women and migrants by specific labour market promotion “
 - indicators: *share of active labour market budget spent on women.*
share of promoted migrants on all registered migrants
- **goal** „we secure AMS position on the job market“
 - indicators: **vacancies filled**
job offers exceeding € 1,900 monthly income