

Explanatory Note: Definition of enablers in the excellence model

The excellence model was created in 2015 before the start of the 1st cycle of site visits. In 2019, after two cycles the model was revised. The revision process did not change the excellence model substantially, but made some adjustments concerning the definitions. In the following tables contain the original and the revised definitions. Changes in the revised version are highlighted in red.

Section A – Performance management

A1: Establishing the fundamentals of performance management by target-setting	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>Ideally a PES maximises the scope for action allowed by the broader institutional context in order to set ambitious targets in a process that is (i) not too complicated and time consuming, (ii) informed by systematic analyses of the labour market and (iii) involves regional/local units in a way that allows them to mutually agree the extent to which they can contribute to achieving national targets, given local economic and labour market circumstances. Additional targets can also be determined at local level to address local issues. However, there are mechanisms that avoid setting too many additional targets at the local level that can lead to confusion and a lack of focus. Targets are well communicated to all relevant levels of the organisation so that they are perceived as “personal missions to be accomplished” for each employee. Responsibilities for all these activities are clearly defined to ensure accountability.</p>	<p>Ideally, a PES maximises the scope for action allowed by the broader institutional context in order to set ambitious targets in a process that is (i) not too complicated and time consuming, (ii) informed by systematic analyses of the labour market, (iii) <i>strictly linked to organisational and strategic objectives, (iv) includes the perspective of customers, counsellors staff and stakeholders and-(iii v) involves</i> regional/local units in a way that allows them to mutually agree the extent to which they can contribute to achieving national targets, given local economic and labour market circumstances. Additional targets can also be determined at local level to address local issues. However, there are mechanisms that avoid setting too many additional targets at the local level that can lead to confusion and a lack of focus. Targets are well communicated to all relevant levels of the organisation so that they are perceived as “personal missions to be accomplished” for each employee. Responsibilities for all these activities are clearly defined to ensure accountability.</p>

A2: Translation of targets into (key) performance indicators and measurement	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>Ideally a PES translates targets into (key) performance indicators which are specific, measurable in a generally accepted manner, clearly weighted, realistic and time bound (SMART). They include measures of efficiency and sustainability of achievements and to prevent creaming. Furthermore, they are well communicated and broken down to all relevant levels (regional/local offices, teams/employees). The (key) performance indicators are measured on all relevant levels of the organization and systematically compared with predefined target values. In doing so, (key) performance indicators are adjusted for regional and/or local external factors. Responsibilities for all these activities are clearly defined to ensure accountability.</p>	<p>Ideally, a PES translates targets into (key) performance indicators which are specific, measurable in a generally accepted manner, clearly weighted, realistic and time bound (SMART). They include measures of efficiency and sustainability of achievements and to prevent creaming and to ensure that indicators appropriately relate to the underlying targets. Furthermore, they are well communicated and broken down to all relevant levels (regional/local offices, teams/employees). Being a customer-centric organisation, PES measure customer satisfaction as one key performance indicator. The (key) performance indicators are measured on all relevant levels of the organization and systematically compared with predefined target values. In doing so, (key) performance indicators are adjusted for regional and/or local external factors. Responsibilities for all these activities are clearly defined to ensure accountability and each staff member's individual contribution is adequately determined.</p>

A3: Following up performance measurement	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>Ideally a PES shares information on the results of performance measurement in a fixed and easily understood format and in accordance with an agreed time interval. The format combines different channels, including reports and face-to-face information given at individual or team level. The time interval is short enough to give useful current feedback but also long enough to be sure that data quality is</p>	<p>Ideally, a PES shares information on the results of performance measurement in a fixed and easily understood format and in accordance with an agreed time interval both internally as well as externally with all relevant stakeholders. The format combines different channels, including reports and face-to-face information given at individual or team level. The time interval is short enough to give useful</p>

A3: Following up performance measurement	
Enabler description 2015-2018	Enabler description 2019 onwards
high. Management follows a transparent and forward-looking management-by-objectives strategy with clearly described responsibilities. Furthermore, achievement is followed up by a cascaded system of top-down and bottom-up dialogues throughout the organisation, strictly based on performance indicators. In doing so, all relevant members of staff are involved and the main characteristics of these performance dialogues are: respect and fairness, open dialogue, empowerment, reward and recognition. Decisions taken in the dialogue are directly and fully implemented, monitored, assessed and (if necessary) revised. Responsibilities for all these activities are clearly defined to ensure accountability.	current feedback but also long enough to be sure that data quality is high. Management follows a transparent and forward-looking management-by-objectives strategy with clearly described responsibilities. Furthermore, achievement is followed up by a cascaded system of top-down and bottom-up dialogues throughout the organisation, strictly based on performance indicators. In doing so, all relevant members of staff are involved and the main characteristics of these performance dialogues are: respect and fairness, open dialogue, empowerment, reward and recognition. Decisions taken in the dialogue are directly and fully implemented, monitored, assessed and (if necessary) revised. Responsibilities for all these activities are clearly defined to ensure accountability.

A4: Making use of the results of performance management	
Enabler description 2015-2018	Enabler description 2019 onwards
Ideally a PES implements a system of financial and/or non-financial incentives based on performance results to promote continuous improvement. The system is designed to avoid de-motivation or perverse incentives. Furthermore, the system is embedded into the Human Resource Management strategy. Internal Benchmarking between organisational units further supports continuous improvement. The benchmarking format ensures that comparisons between units are fair. Performance results are presented in a clearly defined and easily comprehensible format and also used to inform governance stakeholders as well as the public. Responsibilities for all these	Ideally, a PES implements a system of financial and/or non-financial incentives, which match the organisational as well as the individual level , based on performance results to promote continuous improvement. The system is designed to avoid de-motivation or perverse incentives. Furthermore, the system is embedded into the Human Resource Management strategy. Internal Benchmarking between organisational units further supports continuous improvement. The benchmarking format ensures that comparisons between units are fair. Performance results are presented in a clearly defined and easily comprehensible format and also used to inform governance stakeholders as well as

A4: Making use of the results of performance management	
Enabler description 2015-2018	Enabler description 2019 onwards
activities are clearly defined to ensure accountability.	the public. Responsibilities for all these activities are clearly defined to ensure accountability.

Section B – Design of operational processes

B1: Process definition and standardisation	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>Ideally a PES builds the design of operational processes on its business model and service strategies, with the aim of enhancing the effectiveness, efficiency and transparency of all workflows. All business processes are clearly defined, standardised and differentiate between (i) management processes, (ii) core operational processes and (iii) supporting processes. A concept for the management of process interfaces also exists. Furthermore, regional/local levels of the PES are able to adapt process standards to local peculiarities (e.g. in relation to the size of a local office or the geographical distribution of its branches) without undermining the standardization process. Standardized processes are visualized by flowcharts, process matrices and/or maps and documented in a handbook or operational guidelines available to all staff. Responsibilities for all these activities are clearly defined to ensure accountability.</p>	<p>Ideally, a PES builds the design of operational processes on its business model and service strategies, with the aim of enhancing the effectiveness, efficiency and transparency of all workflows. All Business processes are customer-centric and open for co-production with customers, staff and stakeholder groups. Furthermore, A all business processes are clearly defined, standardised and differentiate between (i) management processes, (ii) core operational processes and (iii) supporting processes. A concept for the management of process interfaces also exists. Furthermore, regional/local levels of the PES are able to adapt process standards to local peculiarities (e.g. in relation to the size of a local office or the geographical distribution of its branches) without undermining the standardization process. Standardized processes are visualized by flowcharts, process matrices and/or maps and documented in a handbook or operational guidelines available to all staff. Responsibilities for all these activities are clearly defined to ensure accountability.</p>

B2: Implementation of support structure	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>Ideally a PES has implemented a support structure that enables and informs process implementation. This structure includes the collection and storage of comprehensive and high-quality individual-level data about customers. In accordance with data protection regulation authorisations, the data is made available to all relevant levels of the organisation, including placement officers in contact with jobseekers. An ICT infrastructure is in place to actively supports the implementation of standardised processes. The design and the architecture of the ICT infrastructure follow the service strategy and process definitions, work well and can be amended without prohibitively high effort. Responsibilities for all these activities are clearly defined to ensure accountability.</p>	<p>Ideally, a PES has implemented a support structure that enables and informs process implementation. This structure includes is based on a unified data strategy and execution which not only includes high quality individual-level data about customers micro-level data for individual case processing but is also adapted for analyses and evaluation purposes (meaning that there should be a data warehouse or other technical solution to support the creation of microdata sets for analyses). Furthermore, this structure should also include big data analytics to be able to make use of the opportunities of AI. the collection and storage of comprehensive and high-quality individual-level data about customers. In accordance with data protection regulation authorisations, the data is made available to all relevant levels of the organisation, including placement officers in contact with jobseekers. An ICT infrastructure is in place to actively supports the implementation of standardised processes. The design and the architecture of the ICT infrastructure follow the service strategy and process definitions, work well and can be amended without prohibitively high effort. Responsibilities for all these activities are clearly defined to ensure accountability.</p>

B3: Quality Management	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>Ideally, a PES has implemented a quality management system that combines quality management tools (allowing the on-going actively progressive monitoring of predefined quality standards) with the</p>	<p>NO CHANGES PROPOSED.</p>

B3: Quality Management	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>enablement of a culture of informed risk taking. The quality management system supports a systematic (rather than just a purely instrumental) approach to quality which builds on an informed setting of priorities and modalities of quality assurance. The quality management system focuses on the quality of processes and provides guidance for regular inspection of quality. All staff are informed about their contribution to overall quality and are involved in adjustments to the quality systems, as required. The quality management system is used for continuous improvement and learning. As a result quality is not perceived as a goal but as a process which continues as long as the expected gains from implementing amendments exceed their expected cost (i.e. a positive net gain) Responsibilities for all these activities are clearly defined to ensure accountability.</p>	

B4: Channel management and blended services	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>Ideally a PES combines different channels of service provision (i.e. blended services) and uses an integrated multi-channel management to supply proper services via the proper channels to customers according to their needs and background. For this, a channel management concept exists which (i) includes a channel-specific marketing strategy, (ii) is based on a well-functioning technology and suitable back-up systems, (iii) takes into account the accessibility of online channels and the digital literacy levels of customers and staff, (iv) contains a strategy for monitoring and evaluating user</p>	<p>Ideally, a PES combines different channels of service provision (i.e. blended services) to define the customer journey and uses an integrated multi-based on-omni-channel management with unified channel back-office to ensure seamless channel switching and adequate service accessibility for supply proper services via the proper channels to customers according to their needs and background while taking into account that employers, unemployed and employees jobseekers have different needs. For this, a channel management concept exists which (i) includes a channel-specific marketing</p>

B4: Channel management and blended services	
Enabler description 2015-2018	Enabler description 2019 onwards
friendliness, effectiveness as well as efficiency of different channels and (v) offers support/help for users. All members of staff are trained to put blended services it into practice. Responsibilities for all these activities are clearly defined to ensure accountability.	strategy, (ii) is based on a well-functioning technology and suitable back-up systems, (iii) takes into account the accessibility of online channels and the digital literacy levels of customers and staff, (iv) contains a strategy for monitoring and evaluating user friendliness, effectiveness as well as efficiency of different channels and (v) offers support/help for users. All members of staff are trained to put blended services it into practice. Responsibilities for all these activities are clearly defined to ensure accountability.

Section C – Sustainable activation and management of transitions

C1: Holistic Profiling	
Enabler description 2015-2018	Enabler description 2019 onwards
Ideally, a PES bases the assessment of an individual's employment potential (profiling) on a holistic approach. (Profiling covers a range of approaches from individual to group to econometric). The profiling is not only based on information about an individual jobseeker's employment record, work experience and formal qualifications ("hard facts") but includes an assessment of the full spectrum of competences/skills of a jobseeker (skills-based profiling). To support this employment counsellors have the possibility to refer clients to specialized service units or expert teams that help them to assess cases which do not appear to be straightforward or need more time to assess. The profiling is repeated in clearly specified time intervals. Depending on the results, on-the-job support post-placement is	Ideally, a PES bases the assessment of an individual's employment potential (profiling) on a holistic approach. Profiling covers a range of approaches from individual to group to econometric (automated statistical profiling) . The profiling is not only based on information about an individual jobseeker's employment record, work experience and formal qualifications ("hard facts") but includes an assessment of the full spectrum of competences/skills of a jobseeker (skills-based profiling). To support this, employment counsellors have the possibility to refer clients to specialized service units or expert teams that help them to assess cases which do not appear to be straightforward or need more time to assess. The profiling is regularly repeated in clearly-specified time intervals clearly specified according to the

C1: Holistic Profiling	
Enabler description 2015-2018	Enabler description 2019 onwards
provided to ensure the sustainability of transitions into the labour market.	individual needs. Depending on the results, the customers are navigated through the most appropriate customer's journey pathways and, if necessary, are provided also with on-the-job support post-placement is provided to ensure the sustainability of transitions into the labour market.

C2: Segmentation	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>Ideally a PES groups jobseekers according to their likely level of need based on the results of a holistic profiling. Segmentation is used for a target-oriented distribution of workloads among employment counsellors. In this the grouping of jobseekers is combined with a clear regulation of minimum contacts, the durations associated with each contact and the number of cases to be handled by each employment counsellor. This approach determines the number of times a jobseeker is met by his/her employment counsellor during a given period, which implies a natural time period for the reporting and monitoring of work availability and job-search actions as well as for the referral of a jobseeker to vacant jobs. Furthermore, it implies a clear framework for the monitoring and (if necessary) revision of individual action plans.</p>	<p>Ideally, a PES groups jobseekers according to their likely level of need based on the results of a holistic profiling. Segmentation is used for a target-oriented distribution of workloads among employment counsellors. In this the grouping of jobseekers is combined with a clear regulation of minimum contacts, the durations associated with each contact and the number of cases to be handled by each employment counsellor. This approach determines individual customers' journey pathways. This includes the number of times a jobseeker is met by his/her employment counsellor during a given period, which implies a natural time period for the reporting and monitoring of work availability and job-search actions as well as for the referral of a jobseeker to vacant jobs. Furthermore, it implies a clear framework for the monitoring and (if necessary) revision of individual action plans.</p>

C3: Individual action plan and ALMP-measures	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>Ideally a PES builds the formulation of individual action plans (if legally possible, based on mutual obligations/conditionality) on the results of holistic profiling and takes into account the segmentation of the jobseeker. A clear bundle of support services and tools is used to develop a sustainable transition into the primary labour market. A "work first" or "train first" approach will influence the type of services provided. In general, active labour market policy measures can be an important element of the individual action plan. However, jobseekers should be allocated only to such ALMP-measures for which evidence exists that they are effective. Targeting of ALMPs linked to jobseeker needs is crucial. Measures of active labour market policy can (but not necessarily have to) constitute an important element of the individual action plan. Thus, the definition of service and product bundles from which employment counsellors can choose includes a regulation for the use of ALMP-measures subject to jobseeker segments. For all medium- and long-term ALMP-measures, especially training/qualification measures, pro-active and tailor-made support services for participants are available to support as much as possible a seamless transition of participants into the primary labour market. These services start before participants leave the measure and continue for a fixed time period thereafter.</p>	<p>Ideally, a PES builds the formulation of individual action plans (if legally possible, based on mutual obligations/conditionality) on the results of holistic profiling and takes into account the segmentation of the jobseeker. A clear bundle of support services and tools within appropriate and transparent customer's journey pathways are is used to develop a sustainable transition into the primary labour market. A "work first" or "train first" approach will influence the type of services provided. In general, active labour market policy measures can be an important element of the individual action plan. However, jobseekers should be allocated only to such ALMP-measures for which evidence exists that they are effective. Targeting of ALMPs linked to jobseeker needs is crucial, especially for vulnerable groups. Measures of active labour market policy can (but not necessarily have to) constitute an important element of the individual action plan. Thus, the definition of service and product bundles from which employment counsellors can choose includes a regulation for the use of ALMP-measures subject to jobseeker segments. For all medium- and long-term ALMP-measures, especially training/qualification measures, pro-active and tailor-made support services for participants are available to support as much as possible a seamless transition of participants into the primary labour market. These services start before participants leave the measure and continue for a fixed time period thereafter. The evaluation of the efficiency of the ALMP's is made regularly, also after the end of the measure.</p>

C4: Early intervention to avoid unemployment and Implementation of Youth Guarantee	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>Ideally a PES follows the principle of early intervention to avoid unemployment before it occurs. For this, a pro-active approach is formulated which provides services for employed individuals at the risk of losing their job. These services aim at supporting these individuals by early, intensive and active job search including the use of PES self-information systems. Furthermore, a clear concept for the implementation of the Youth Guarantee is available, i.e. a transparent strategy to provide a good-quality, time-bound concrete offer to youth in cooperation with service providers and other stakeholders. This implies that the PES has a clear concept for identifying and addressing the target group for the Youth Guarantee and organizational solutions for an efficient service provision to this group.</p>	<p>Ideally, a PES follows the principle of early intervention to avoid unemployment before it occurs. For this, a pro-active approach is formulated for providing services to employed individuals at the risk of losing their job. These services may include including career counselling, upskilling of employed and, a close cooperation with employers in order to be timely informed on reorganisation processes or other reasons which will/could cause redundancies or changes in skills' structure. The pro-active approach also takes into account etc. and taking into account future labour market trends is formulated which provides services for employed individuals at the risk of losing their job. These services aim at supporting these individuals by early, intensive and active job search including the use of PES self-information systems. Furthermore, a clear concept for the implementation of the Youth Guarantee is available, i.e. a transparent strategy to provide a good-quality, time-bound concrete offer to youth in cooperation with service providers, the educational sector, and other stakeholders. This implies that the PES has a clear concept for identifying and addressing the target group for the Youth Guarantee and organizational solutions for an efficient service provision to this group.</p>

C5: Early intervention to reduce the duration of unemployment	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>Ideally, a PES follows the principle of early intervention to minimize the duration of unemployment and to avoid long-term unemployment. To achieve this, service</p>	<p>NO CHANGES PROPOSED.</p>

C5: Early intervention to reduce the duration of unemployment	
Enabler description 2015-2018	Enabler description 2019 onwards
provision to jobseekers starts as early as possible after registration at a PES. It is essential to have a clear definition of the maximum number of days between registration and the first contact/interview with the employment counsellor and the agreement of an individual action plan.	

C6: Implementation of service and activation strategy	
Enabler description 2015-2018	Enabler description 2019 onwards
Ideally a PES supports the concrete implementation of the services and products provided to jobseekers by a transparent system that includes options to deliver the service in-house or to contract it out. There are clear guidelines under which circumstances and for which product/service external service providers and/or other public institutions (e.g. service agencies of municipalities) are engaged. Furthermore, to ensure an effective implementation of the activation and service provision strategy regional/local offices have an appropriate degree of programmatic flexibility. This implies that regional/local offices have some scope to combine instruments and/or define specific targets groups according to regional/local characteristics within the boundaries set by the overall activation and service provision strategy.	NO CHANGES PROPOSED.

Section D – Relations with employers

D1: Employer strategy and management	
Enabler description 2015-2018	Enabler description 2019 onwards
For a target-oriented service provision to employers, a PES ideally has developed	For a target-oriented service provision to employers, a PES ideally has ideally

D1: Employer strategy and management	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>and implemented a transparent strategy for employers who are identified and managed as important strategic partners. This strategy is informed by thorough and regionally disaggregated labour market analyses. The strategy clearly distinguishes between (i) the core activity of actively acquiring vacancies and matching them with jobseekers including advisory services directly related to this activity and the use of ALMP-measures in this context and (ii) complementary further services for employers (e.g. use of different recruitment channels, continuing vocational training supports). Furthermore, the strategy explicitly addresses the segmentation of employer services and offers a clear concept whether employer services should be provided universally or in a segmented way. This also includes a clear strategy towards SMEs which can be an important customer group but which are difficult and costly to reach. Moreover, the strategy also contains clearly defined targets for employer services which are an integral part of the performance management system. Finally, the strategy is communicated to all relevant levels of the organisation.</p>	<p>developed and implemented a transparent strategy for employers who are identified and managed as important strategic partners. The strategy serves to improve a trustful relationship between PES and different segments of employers encouraging them to make active use of ALMPs. The This strategy is informed by thorough and regionally disaggregated labour market analyses. The strategy clearly distinguishes between (i) the core activity of actively acquiring vacancies and matching them with jobseekers including advisory services directly related to this activity and the use of ALMP-measures in this context and (ii) complementary further services for employers (e.g. use of different recruitment channels, continuing vocational training supports). Furthermore, the strategy explicitly addresses the segmentation of employer services and offers a clear concept whether employer services should be provided universally or in a segmented way. This also includes a clear strategy towards SMEs which can be an important customer group but which are difficult and costly to reach. Moreover, the strategy also contains clearly defined targets for employer services which are an integral part of the performance management system. Finally, the strategy is backed by a targeted approach to communication towards employers and internal staff considering all relevant levels of the organisation.</p>

D2: Specialised unit for employer services	
Enabler description 2015-2018	Enabler description 2019 onwards
Ideally, a PES runs a separate unit (department or team), responsible for	NO CHANGES PROPOSED.

D2: Specialised unit for employer services	
Enabler description 2015-2018	Enabler description 2019 onwards
pooling all contacts with employer customers. Members of staff display a clear customer service approach. The employers' service unit embodies the principle "one face to the customer" and serves as a one-stop-shop for employers, with individual contact persons for each employer. Staff in the employer unit have a profound knowledge of the regional/local labour market and a deep understanding of the companies' needs. Services provision includes different channels including e-channels for vacancy submission.	

D3: Matching vacancies and jobseekers	
Enabler description 2015-2018	Enabler description 2019 onwards
Ideally, a PES attaches particular importance to a well-functioning interface between the employer service unit and jobseeker services in order to match vacancies and jobseekers. Co-operation between the employer service unit and jobseeker services is continuously reviewed and integrated into the quality management system. Mutual meetings take place on a regular basis. To achieve the best possible matches a two-step process combines ICT-driven automated matching with a further refined selection by the employment counsellors. The quality of the matching process should be reviewed regularly taking employer feedback into account (e.g. via employer satisfaction survey)	NO CHANGES PROPOSED.

Section E – Evidence-based design and implementation of PES services

E1: Ex-ante and ex-post evaluation	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>Ideally a PES combines the information delivered by a sound performance management system with a transparent and comprehensible ex-ante evaluation of specific service designs. For the latter a standardised format (e.g. SWOT-analysis) is used which combines the results of high-quality ex-post evaluations (e.g. for comparable services) with rigorous theoretical reasoning on the likely effects of the specific service design. High-quality ex-post evaluations take into account the integration of service provision into the organisational practice (e.g. by defining responsibilities, communicating the goals of specific services, providing guidelines/handbooks, defining performance indicators etc.) and the practical provision of the services in every-day contact with customers, which is typically done at the local labour offices. Thus, high-quality ex-post evaluations comprise an appropriate combination of implementation and impact analyses. Ideally, implementation and impact analyses are combined in a way that allows the identification of differences in causal impacts conditional on differences on specific implementation “types”.</p>	<p>Ideally, a PES combines the information delivered by a sound performance management system with a transparent and comprehensible ex-ante evaluation of specific service designs. For the latter a standardised format (e.g. SWOT-analysis) is used which combines the results of high-quality ex-post evaluations (e.g. for comparable services) with rigorous theoretical reasoning on the likely effects of the specific service design. High-quality ex-post evaluations take into account the integration of service provision into the organisational practice (e.g. by defining responsibilities, communicating the goals of specific services, providing guidelines/handbooks, defining performance indicators etc.) and the practical provision of the services in every-day contact with customers, which is typically done at the local labour offices. Thus, high-quality ex-post evaluations comprise an appropriate combination of implementation and impact analyses. Ideally, implementation and impact analyses are combined in a way which helps to assess the efficiency and long-term impacts and which that allows the identification of differences in causal impacts conditional on differences on specific implementation “types”.</p>

E2: Pilot Projects	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>Ideally a PES conducts pilot projects in cases in which ex-ante evaluations do not provide evidence on positive results of a specific service. Pilot projects are used in</p>	<p>Ideally, a PES conducts pilot projects in cases in which ex-ante evaluations do not provide evidence on positive results of a specific service. Pilot projects have</p>

E2: Pilot Projects	
Enabler description 2015-2018	Enabler description 2019 onwards
a limited number of offices or for a limited number of customers to gain experience/insights on the effects of such services while minimizing possible negative side effects. The effects of such pilot projects are evaluated rigorously using the above-mentioned combination of implementation and impact analyses. Furthermore, it is taken into account that results from pilot projects can suffer from (positive as well as negative) biases and that the extrapolation of the results from pilot projects to the organisation as a whole has to be done very carefully.	<p>enough resources (e.g. know-how, staff, finances) and time, make use of experiences from other partners and from customers and are used in a limited number of offices or for a limited number of customers to gain experience/insights on the effects of such services while minimizing possible negative side effects. The effects of such pilot projects are evaluated rigorously using the above-mentioned combination of implementation and impact analyses. Furthermore, it is taken into account that results from pilot projects can suffer from (positive as well as negative) biases and that the extrapolation of the results from pilot projects to the organisation as a whole has to be done very carefully. The PES has a clear and well-developed strategy or plan, which tasks of the pilot project should be achieved in order to be rolled out in the entire organisation.</p>

E3: Communication of evaluation results	
Enabler description 2015-2018	Enabler description 2019 onwards
In an excellent organisation evaluation results are communicated to all organisational levels of the PES and all relevant employees in a transparent and comprehensible format. Furthermore, those employees providing the services to customers are equipped with guidelines/tools to optimally utilize evaluation results for every-day work (e.g. guidelines for the allocation of jobseekers to effective training measures according their background characteristics). Moreover, to contribute to "making the business case" evaluation	NO CHANGES PROPOSED.

E3: Communication of evaluation results	
Enabler description 2015-2018	Enabler description 2019 onwards
results are published in a comprehensible format and on a regular basis.	

E4: Management of change and innovation	
Enabler description 2015-2018	Enabler description 2019 onwards
Ideally, a PES integrates evidence-based service design and implementation into a transparent system of management of change and innovation. This implies that changes are not perceived as threats but as potentials for improving performance and that changes are driven by evidence-based strategic decisions. In this decision-process all organisational levels of the PES as well as employees are involved. Thus, different approaches are used to actively manage change, taking into account the expertise at all organisational and personnel levels. This includes for example thematic dialogues, best-practice exchange and other formats to which representatives of all levels are called to contribute.	NO CHANGES PROPOSED, BUT: POSSIBLE DELETION OF ENABLER FOLLOWING SUGGESTIONS OF AFEPA SURVEY.

Section F – Management of partnerships and stakeholders

F1: Identification and structuring of relevant stakeholders	
Enabler description 2015-2018	Enabler description 2019 onwards
Ideally a PES has identified the relevant stakeholders and has structured/classified them in functional groups. For each relevant stakeholder the type or the nature of the relationship (e.g. governing authority, service provider, social partner etc.) is defined, the relationship with the stakeholder on the different levels (national, regional, local) is analysed and the relevance for PES services (given	Ideally, a PES has identified the relevant stakeholders including those directly affected by PES services and has structured/classified them in functional groups. These groups involve not only the institutional stakeholders (e.g. social partners, service providers, youth organisations etc.), but also institutions and organisations speaking for those directly affected by PES services, such as

F1: Identification and structuring of relevant stakeholders	
Enabler description 2015-2018	Enabler description 2019 onwards
objectives and targets of the PES) at these levels is assessed. All employees are aware of the functions and relevance of all important stakeholders.	jobseekers and employers. ¹ For each relevant stakeholder the type or the nature of the relationship (e.g. governing authority, service provider, social partner etc.) is defined, the relationship with the stakeholder on the different levels (national, regional, local) is analysed and the relevance for PES services (given objectives and targets of the PES) at these levels is assessed. Furthermore, potential conflicts between complementary objectives of different stakeholders which are partners of the PES are identified and mitigated if possible. All employees are aware of the functions and relevance of all important stakeholders.

F2: Partnership building	
Enabler description 2015-2018	Enabler description 2019 onwards
Ideally a PES builds partnerships. This is a clearly defined objective of the organisation and is carried out at all levels of the organisation with the aim of setting up partnership programmes and actions that ensure innovative collaborative policy implementation. In doing so, it is recognised that a prerequisite for partnerships is mutual willingness for co-operation.	Ideally, a PES builds partnerships. This is a clearly defined objective of the organisation and is carried out at all levels of the organisation with the aim of setting up partnership programmes and actions that ensure innovative collaborative policy implementation. In doing so, it is recognised that a prerequisite for partnerships is mutual willingness for co-operation as well as open dialogue and the active inclusion of partners in process changes (including for example pilot projects).

¹ For example, for unemployed persons there are often advocacy or welfare organisations speaking and acting on their behalf. In a similar manner, there are sometimes associations, think tanks or similar institutions more or less directly representing employers without being social partners.

F3: Management of partnerships with supervising authorities	
Enabler description 2015-2018	Enabler description 2019 onwards
Ideally, a PES manages the partnerships with supervising authorities by (i) a thorough and balanced involvement of them in all relevant phases of the strategic management and service provision process, (ii) by developing transparent agreements for each partner's responsibilities, (iii) by systematically monitoring and evaluating the implementation and the results of partnerships and (iv) by sharing the monitoring/evaluation results with all partners.	NO CHANGES PROPOSED.

F4: Management of partnerships with social partners	
Enabler description 2015-2018	Enabler description 2019 onwards
Ideally a PES manages the partnerships with social partners by (i) a thorough and balanced involvement of them in all relevant phases of the strategic management and service provision process, (ii) by developing transparent agreements for each partner's responsibilities, (iii) by systematically monitoring and evaluating the implementation and the results of partnerships and (iv) by sharing the monitoring/evaluation results with all partners.	NO CHANGES PROPOSED.

F5: Management of partnerships with service providers	
Enabler description 2015-2018	Enabler description 2019 onwards
Ideally, a PES manages the partnerships with service providers by (i) a thorough and balanced involvement of them in all relevant phases of the strategic management and service provision	Ideally, a PES manages the partnerships with service providers (including research institutions and universities) by (i) a thorough and balanced involvement of them in all relevant phases of the

F5: Management of partnerships with service providers	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>process, (ii) by developing transparent agreements for each partner's responsibilities, (iii) by systematically monitoring and evaluating the implementation and the results of partnerships and (iv) by sharing the monitoring/evaluation results with all partners. Furthermore, precise selection criteria have been developed which are applied in a formal procurement process and which build on performance measures. The management of service providers should also focus on the outcome of their activities such as the job integration rate, in line with the principle 'The money goes where the results are achieved'. In the operation of service contracts, transparent quality standards are necessary and are systematically monitored.</p>	<p>strategic management and service provision process, (ii) by developing transparent agreements for each partner's responsibilities, (iii) by systematically monitoring and evaluating the implementation and the results of partnerships and (iv) by sharing the monitoring/evaluation results with all partners. Furthermore, precise selection criteria have been developed which are applied in a formal procurement process and which build on performance measures. The management of service providers should also focus on the outcome of their activities such as the job integration rate, in line with the principle 'The money goes where the results are achieved'. In the operation of service contracts, transparent quality standards are necessary and are systematically monitored.</p>

F6: Management of partnerships with institutions involved in the implementation of the Youth Guarantee	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>Ideally, a PES manages the partnerships with institutions (other than service providers) involved in the implementation of the Youth Guarantee by (i) a thorough and balanced involvement of them in all relevant phases of the strategic management and service provision process, (ii) by developing transparent agreements defining each partner's responsibilities, (iii) by systematically monitoring and evaluating the implementation and the results of partnerships and (iv) by sharing the monitoring/evaluation results with all partners.</p>	<p>THIS ENABLER WILL BE REMOVED FROM THE EXCELLENCE MODEL FOLLOWING BOTH THE RESULTS FROM THE AFEPA SURVEY AS WELL AS THE RESULTS OF THE COMBINED QUALITATIVE-QUANTITATIVE ANALYSIS.</p>

Section G – Allocation of PES resources

G1: Human Resource Management	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>Ideally a PES develops and implements a clear Human Resource Management strategy which consists of the following central elements: (i) definition and description of qualifications and competences profiles for all functions at all organisational levels; these profiles are made accessible to all employees; (ii) on-going analyses of the organisation's human resource capacity and forecasts of future requirements; (iii) flexible recruitment methods which enable the filling of all vacancies on all organisational levels in strict accordance with these profiles; regional/local offices take part in the recruitment decision in case of their own staff; (iv) an initial training plan for new employees upon entry which takes into account that specific qualifications are typically accompanied with varying competences and includes the use of mentoring and coaching programs as informal training procedures; and (v) a further training and career development plan which is strictly competency based and incorporates a life-cycle approach which takes into account work-life balance, ageing of the workforce and an active management of diversity. Its implementation within the organisation is monitored systematically which includes the request of feedback from employees (e.g. by employee satisfaction surveys)</p>	<p>Ideally, a PES develops and implements a clear Human Resource Management strategy which consists of the following central elements: (i) definition and description of qualifications and competences profiles for all functions at all organisational levels; these profiles are made accessible to all employees; (ii) on-going analyses of the organisation's human resource capacity and forecasts of future requirements; (iii) flexible recruitment methods which enable the filling of all vacancies on all organisational levels in strict accordance with these profiles; regional/local offices take part in the recruitment decision in case of their own staff; (iv) an initial training plan for new employees upon entry which takes into account that specific qualifications are typically accompanied with varying competences and includes the use of mentoring and coaching programs as informal training procedures; and (v) a further training and career development plan which is strictly competency based, puts special emphasis on familiarizing staff with the effective use of modern/digital technologies, and incorporates a life-cycle approach which takes into account work-life balance, ageing of the workforce and an active management of diversity; (vi) a clear support structure for fostering organizational culture and leadership capabilities of current and potential senior-level staff; and (vii) a strategy to improve PES' brand as an employer and to attract high quality staff. Its implementation within the organisation is monitored systematically, which includes</p>

G1: Human Resource Management	
Enabler description 2015-2018	Enabler description 2019 onwards
	the request of feedback from employees (e.g. by employee satisfaction surveys).

G2: Budget allocation and use	
Enabler description 2015-2018	Enabler description 2019 onwards
Ideally, a PES bases the allocation of financial resources on a strict target-oriented procedure, i.e. the distribution of financial resources from the central to the regional/local level follows an analysis of the regional/local labour market situation and the targets to be achieved given this situation in bilateral negotiations. After the budget is distributed regional/local offices are fully flexible to use it according to their needs. Ideally, regional/local offices have the possibility to shift budgets between personnel/equipment and ALMP-measures as well as (at least partly) across fiscal years. Simultaneously, regional/local offices are also fully accountable for the results achieved by its use. To ensure this, the performance management system is able to inform about target achievement of each regional/local office in due time.	NO CHANGES PROPOSED.

Section H – Identification and implementation of a reform agenda

H1: Initialisation and design	
Enabler description 2015-2018	Enabler description 2019 onwards
Ideally, a PES has identified the need for change and assessed the different change options according to their expected cost-benefit relationship. In doing so, a sound methodology has been applied to reliably	NO CHANGES PROPOSED. SECTION WILL NOT BE PART OF 3 RD CYCLE.

H1: Initialisation and design	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>estimate the expected (direct and indirect) costs of all change options as well as their expected (direct and indirect) gains. In order to also establish transparency, the participation of all relevant internal and external stakeholders is ensured. At the end of the initialization phase, the PES knows which of the ideas for change are promising in terms of their cost-benefit relationship and is able to rank them. The (most) promising new idea(s) are then transformed into deliverables to in-form a strategy with realistic and ambitious objectives and a plan for achieving them. The strategy serves as a road map, offering direction on how to arrive at the preferred end state, identifying obstacles using risk analysis, and proposing measures for over-coming those obstacles. Furthermore, an essential part of it is the explicit formulation of a clear impact expectation in terms of performance results to ensure that all actors know what has to be achieved to consider the reform to be successful. Moreover, a decision has been made if the change is to be tested through piloting or rolled-out immediately. The strategy is clearly linked to the overall/superior vision/strategy of the PES. Its relationship to the existing continuous improvement or organizational development process is clearly defined to ensure that there are no inconsistencies or conflicting signals. Furthermore, additional integral parts of the strategy are a clear concept for the monitoring and evaluation of the reform as well as a communication concept. Finally, the consequences of the reform agenda for existing business processes and process interfaces are assessed and possible adjustment actions are integrated into the reform agenda.</p>	

H2: Mobilisation and implementation	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>Ideally, a PES communicates the reform agenda and its steps to all employees and relevant external stakeholders in a way that creates the willingness and ability to change. The communication concept is group-specific and utilizes different channels (letters, face-to-face, email, intranet etc.) and feedback mechanisms (pure notification, explanation with/without feedback possibility etc.) for different groups which have been identified before. The concept systematically utilizes reform advocates within all groups of actors to create support for the reform agenda. Top management and senior executives are fully committed to the change agenda and persuasively communicate the need for change by developing a compelling vision for the reform agenda. Furthermore, a change manager or change team is established that serves as a contact point, moderator and mediator. The reform agenda is implemented through concrete and time-bound projects in which the strategy is broken down into specific actions or steps which can be ordered chronologically, thus, enabling prioritization. Milestones, feedback loops and responsibilities are defined. Sufficient resources to support the implementation of the re-form agenda are provided, including resources for communication, training, development of new processes and practices, restructuring and reorganizing, testing and experimenting with innovations as well as their evaluation.</p>	<p>NO CHANGES PROPOSED. SECTION WILL NOT BE PART OF 3RD CYCLE.</p>

H3: Reinforcement	
Enabler description 2015-2018	Enabler description 2019 onwards
<p>Ideally, a PES ensures the sustainability of change by reinforcing activities which aim at anchoring all changes sufficiently in the organizational culture. Systematic and regular monitoring is a central element and can be complemented by a rigorous (ex post and/or accompanying) evaluation. Additionally, the regular dialogue with all relevant internal and external stakeholders is continued, successes are made visible and tangible for all staff, celebrated, and exceptional efforts/successes are rewarded, and a systematic transfer of good practice(s) is organized.</p>	<p>NO CHANGES PROPOSED. SECTION WILL NOT BE PART OF 3RD CYCLE.</p>