



Benchlearning Initiative External Assessment

Summary report 2nd cycle –The Netherlands



Written by ICON Institut Public Sector GmbH

2018



Social Europe

EUROPEAN COMMISSION

Directorate-General for Employment, Social Affairs and Inclusion
Directorate B — Employment
Unit B.1— Employment Strategy
Contact: Renata Häublein
E-mail: EMPL-PES-SECRETARIAT@ec.europa.eu
European Commission
B-1049 Brussels

This publication has received financial support from the European Union programme for Employment and Social Innovation "EaSI" (2014-2020). For further information, please consult:
<http://ec.europa.eu/social/easi>

LEGAL NOTICE

This document has been prepared for the European Commission, however it only reflects the views of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained herein.

Benchlearning Initiative External Assessment

Summary report 2nd cycle –The Netherlands



Benchlearning Initiative External Assessment

PES of The Netherlands – UWV WERKbedrijf

Summary Report 2nd cycle

Index

	Page no.
1. INTRODUCTION	5
2. SHORT SUMMARY OF THE CHANGE AGENDA	6
3. RELEVANCE, COHERENCE AND CONSISTENCY OF THE REFORM AGENDA	10
4. ASSESSMENT OF CHANGE MANAGEMENT	11
5. SUGGESTIONS AND RECOMMENDATIONS.....	12

1. Introduction

This report outlines the results of the second Benchlearning (BL) external assessment of the Dutch PES (the UWV WERKbedrijf), conducted between May 7th and May 9th, 2018. The team of seven external assessors had three peer PES staff (from the Flemish-Belgian, Estonian and Irish PES), two representatives from the European Commission and two experts from ICON-Institute (the supporting contractor). The programme of the three-day visit included meetings with senior management from the UWV WERKbedrijf, and a visit to two local offices (in Eindhoven and Venlo). The time and resources invested in preparation for the Benchlearning visit by the UWV WERKbedrijf, particularly its very well-structured change report and the internal self-assessment, were crucial to its success.

UWV WERKbedrijf – the Dutch PES – was formed in 2009 following a merger between UWV (Uitvoeringsorgaan Werknemersverzekeringen) – the Employee Insurance Implementation Body –, a national public institute for the administration of unemployment insurance benefits, sickness benefits and incapacity benefits, and CWI, a national public institute for active labour market services for people during the first six month of their spell in unemployment. The UWV WERKbedrijf as a division of UWV is in charge of the organisation of part of the national investment in active labour market services. A network of 35 regional employment offices provides services for individual jobseekers and employers. The regional offices are grouped into eleven district centres which make up the intermediate level of the UWV's structure.

The UWV has the formal status of an 'Autonomous Body of Public Administration'. It is guided by a professional Governing Board (made up of three members appointed by the Minister for Social Affairs and Employment) which has a degree of autonomy on issues of policy implementation. Policy is largely developed and decided at ministry level, nevertheless the UWV can influence this decision-making process at ministerial level by providing its own suggestions. Social partners are not involved in the management, supervision or the monitoring of the UWV. Its key responsibilities include:

- the provision of employment services and
- the processing and payment of unemployment insurance and several other social benefits that are mainly related to sickness and disability.

The objectives of the UWV are to ensure the adequate administration and payment of (mainly 'employee insurance type') social benefits and to support the re-integration into employment, especially for persons claiming those benefits, as well as other unemployed persons. Those who claim social assistance benefits from their local authorities are required to register as jobseekers with the UWV WERKbedrijf. Basic matching services are also provided for these clients. Other jobseekers who are not entitled to benefits (both the unemployed and the employed) can also register as jobseekers and receive basic information and matching services.

The Minister of Social Affairs and Employment provides a budget to local authorities for ALMPs who, under the control of municipal councils, define and implement their own labour market strategies specially targeted to the specific needs of social assistance recipients. While national legislation sets a framework, the direct influence of the Ministry on these local policies is much less than is the case with the activities of the national UWV WERKbedrijf.

2. SHORT SUMMARY OF THE CHANGE AGENDA

The UWV WERKbedrijf has been through a major structural change since 2010. After austerity measures a substantial part of the UWV WERKbedrijf's budget was cut and the number of staff was planned to be significantly reduced. Services to customers were to a large extent digitalised to respond to customers' needs and legal requirements. The 'Digital First' strategy stipulated that within the first three months after registration, in general, only digital services were offered to jobseekers. Exceptions were made for digitally illiterate, non-Dutch speakers and other vulnerable groups.

After the substantial changes in recent years, the UWV WERKbedrijf started a process of consolidation in 2016. The main objective was (and is) building a future-proof PES, which is valued both by jobseekers and employers, as well as by partners, stakeholders and the decision makers on political level.

Taking into consideration the policy priorities for 2017 and 2018, as well as the recommendations from the first PES Benchlearning assessment, the UWV WERKbedrijf has sought to increase its level of responsiveness to customers' needs. To achieve this, it has intensified its investments in the updating of skills and know-how of its own employees as the basis for adapting better and faster to the continuous changes within the world of work. Apart from staff training, bottom-up processes for organisational change have been set up in a systematic way, thereby activating the innovation potential of staff in regional offices and taking into consideration suggestions for improvements from jobseekers and employers.

The changes that have taken place since 2016 affect the entire service provision for both jobseekers and employers, and they also influence the way in which partnerships with other stakeholders in the labour market are established. Services to jobseekers are offered as tailored and blended services, with a clear objective of preventing long-term unemployment and supporting the sustainable integration of customers in the labour market. In this sense, the 'Digital First' approach of previous years has been further developed and modified.

The UWV WERKbedrijf's focus for employers is to become their strategic partner by offering a wide range of services which corresponds to their needs. As far as cooperation is concerned, the UWV WERKbedrijf aims to become a recognised partner of relevant stakeholders, especially in terms of its core competences analysing labour market information and providing labour force forecasts.

Recent changes within the organisation also clearly emphasise the need for scientific evidence based on sound methodological approaches. Changes related to the implementation of ALMPs and the way services are offered to the customers will in future be measured systematically, using best practice evaluations to provide evidence of effectiveness and efficiency. Using this approach, the UWV WERKbedrijf intends to further turn into becoming a knowledge organisation that can easily make its added value to society transparent.

UWV WERKbedrijf's change agenda is centred around three major pillars:

1. From 'Digital First' to tailored blended service delivery.
2. Investing in strategic partnerships with employers based on an unambiguous and recognisable service concept.
3. A continuous improvement in professionalism within the organisation (through "craftsmanship", leadership and personal development).

From 'Digital First' to tailored and blended service delivery

As mentioned above, in 2016 services for jobseekers were usually offered through digital channels, especially during the first three months of unemployment. During this period, face-to-face services were limited to exceptional cases. One important factor was that, with the strong focus on digital services delivery, it was difficult to respond adequately to the needs of the most vulnerable groups of registered jobseekers. As a consequence, more face-to-face services were added to the online services in 2016, thereby improving service delivery and offering a more personalised approach to unemployed jobseekers.

Complementing digital services with more and earlier face-to-face contacts followed suggestions from UWV WERKbedrijf job counsellors and front-line staff. In addition, research showed that early face-to-face intervention can contribute to getting people back in work quicker, thereby saving on benefits payments. Therefore, early intervention within the first three months after registration and more face-to-face contacts during the entire unemployment period have been introduced. This happened because with the earlier service delivery concept, face-to-face contacts between job counsellors and jobseekers usually did not take place when they were most needed. Instead, there was a rigid contact timeframe of face-to-face contact after four, ten and twelve months. Since 2016, its service delivery can be seen as more tailored to individual needs. The UWV WERKbedrijf's ambition is that clients receive the most appropriate type of support that they need in their particular personal situation at the most suitable time. This can be based on the jobseekers' requests or recommended by their job counsellor who will take into account profiling results and all other available information, including information coming from face-to-face contacts.

The new service concept was designed on the basis of suggestions and recommendations made by staff working across the entire organisation, including at all operational levels. Clear and measurable objectives were defined and communicated to all employees. An implementation plan integrated relevant milestones, intermediary targets and actions that needed to be taken. In addition, starter sessions at the different organisational and regional levels were set up with a support structure to secure smooth implementation of this intensified support for jobseekers. Furthermore, the S+MCA model (Secure, Measure, Control and Accounting) was introduced in order to reinforce the implementation phase, and to guarantee a high quality of in-service provision. The S+MCA model is based on the following core elements:

- Compliance of the policy principles;
- Integrate measurement points in the (regional and local) work process;
- Achieve production/quantitative output;
- A comprehensive customer approach;
- Quality and effectiveness.

Quality management is also ensured via the so-called "control room" where evaluations can take place using visually attractive dashboards as a stepping stone for lively discussions about the continuous improvement of results, work processes and service delivery. Another tool for ensuring high quality is the "steering kit", storing all relevant documents, presentations and other material highlighting the working method related to the steering framework.

Randomised control methodology is a very important evaluation method for gathering sound empirical evidence on the value of the UWV WERKbedrijf's newly introduced service concept. The longitudinal study covers a period of 30 months, and it relies on a large number of face-to-face contacts. The research is looking into whether jobseekers who received intensified face-to-face support did better than a control group without this kind of support. This approach is of significant interest to other PES that are planning to use randomised control trials as an evaluation method to assess net effects, causal impact and the efficiency of processes and ALMPs.

Investing in strategic partnerships with employers based on an unambiguous and recognisable service concept

In the Netherlands, employers' services are offered by the UWV WERKbedrijf in cooperation with private suppliers and local authorities (municipalities). Employers (and also temporary agencies) can use the digital channel for publishing vacancies and for identifying CVs to find the best possible candidates. In addition, the UWV WERKbedrijf offers direct support to employers via one national and 35 regional Employer Service Points. Their major task is to find suitable work places for more vulnerable jobseekers, and to support employers in hiring candidates from these target groups. Another area for the employer service is the intensification of the partnerships with local authorities to create one-stop-shops for employers at the regional level.

In recent years, the UWV WERKbedrijf has carried out a series of important activities to create sustainable partnerships with employers, especially for the placement of jobseekers from vulnerable groups and for creating and intensifying active partnerships with local authorities. The quality and functionality of these partnerships varies significantly, however, across the country.

While these activities were enforced, a cultural change took place within the UWV WERKbedrijf. It changed from a more supply-driven service model (basically concentrated on collecting vacancies) to a more demand-driven proactive service delivery concept, thereby identifying employers' needs for a broader range of services and responding to them quickly through offering employees from the pool of the vulnerable groups.

To achieve this cultural change among its employment officers, the UWV WERKbedrijf made use of its recently introduced 'domain structure'. The objective of the 'domain structure' was to enhance a true bottom-up process within the organisation, making the best use of ideas and concepts developed at the operational levels, and identifying those ideas that could then be rolled out nationwide. Their implementation is then supported on a wider scale. The 'domain holder' function is usually carried out by District Managers. This means they are not only responsible for the PES performance in their area (i.e. the district, which combines some regional offices), but also for one specific thematic aspect (i.e. the 'domain') of the entire organisation (in this case, the further development of employer services). The 'domain holder' function is supposed to strengthen the links between regions, districts and the head office, and to ensure a quick transfer of knowledge and good practice within the organisation.

In addition, a co-production model was implemented to achieve employer services that are strongly linked to their needs. This means that employers were involved in the realisation of the new service concept via discussions and workshops related to their requirements. In addition, results from customer surveys and research reports were used.

The implementation progress of the revised employer strategy is continuously monitored and assessed. In addition, pilot projects are also being carried out.

The continuous improvement of professionalism within the organisation ('craftsmanship', leadership and personal development)

Within the UWV WERKbedrijf's change agenda, improving the continuous adaptation of employees to technological and labour market related changes has been seen as important area for action. This includes digitisation in the workplace, the growing lack of a skilled workforce and the persistence of long-term unemployment. In order to face these challenges, the UWV WERKbedrijf has said that its ambition is to become a knowledge partner and knowledge-driven organisation by 2020. Its entire staff should therefore be equipped with appropriate skills and knowledge by then.

In addition to formalised training, the UWV WERKbedrijf aims to increase the professionalism of its staff by encouraging employees to actively take part in change processes, and to contribute with their ideas to the continuous improvements of services offered to customers. The basis for the so-called 'craftsmanship'-approach is grounded on the following principles:

- Professional identity and intrinsic motivation;
- Acting professionally within the legal frameworks, and in alignment with social principles;
- A continuous demonstration and development of added value;
- Creativity through experimenting with bottom-up processes. Excellent service delivery should start from the bottom of the PES, thereby especially considering the experiences of staff at the operational level, and also taking into account suggestions of front-line staff;
- Sound and up-to-date knowledge of legislation, new and innovative methods in service delivery and labour market trends.

A second field for intervention is the enforcement of leadership at two levels. At the *managerial* level, it is the UWV WERKbedrijf's ambition to achieve an open learning culture within the organisation, and to stimulate bottom-up initiatives and a sense of ownership among its staff. Both successes and mistakes are regarded as an important source of learning and further development. At a *personal* level, all employees will feel responsible for the organisation's success and their personal contribution to it. Ownership and innovation therefore are regarded as fundamental principles for the renewed leadership model of the UWV WERKbedrijf.

The described leadership approach has been inspired by the 'SEMCO' approach developed by R. Semler. Its elements are the following:

- Trust: managers trust that employees make decisions that are good for themselves and also good for the organisation.
- Alternative control: this means that in addition to monitoring and controlling success and progress on the basis of commonly agreed overarching indicators, the "lower" levels of an organisation are free to define additional objectives. This also suggests giving employees the autonomy and freedom to make their own decisions about the operational elements of service delivery.

- Self-management: continuous feedback is given at a horizontal and vertical level to staff on outcomes to optimise results and processes.
- Stakeholder alignments: the involvement and activation of stakeholders who are not part of the organisation helps to identify the partners that can provide services or parts of services better than their own organisation. This means that a PES can concentrate on activities where it can offer best results.
- Creative innovation: innovation and change management are integral parts of the organisation's DNA.

3. RELEVANCE, COHERENCE AND CONSISTENCY OF THE REFORM AGENDA

The UWV WERKbedrijf has undergone significant changes in recent years. After having adjusted its organisational structure and its processes following significant budgetary and staff-related cuts, while simultaneously introducing digital services, the PES initiated a consolidation process two years ago. This consolidation is not focused on preserving a specific organisational structure. It focuses instead on making change and innovation an integrated part of the organisation's day-to-day work. In other words, the capacity to continuously adapt to a changing environment has become a core characteristic of the UWV WERKbedrijf.

The UWV WERKbedrijf has identified three major fields of intervention to help make innovation and continuous improvement part of its cultural mind-set. Firstly, it will re-introduce more personalised (face-to-face) services. Secondly, it will set up well-functioning digital services and a stronger focus on employer services. Thirdly, the competences, skills and responsibilities of employees have been identified as a cross-cutting task. This is seen as a fundamental condition for being an agile and flexible organisation, capable of responding adequately to a rapidly changing environment.

This concentration on three major fields of intervention is regarded as consistent and important by external assessors, as it will allow the UWV WERKbedrijf to dedicate its limited resources to those areas where quick and sustainable results can be expected.

From a general perspective, the defined intervention fields are relevant and they complement each other. Nevertheless, external assessors see some risks - especially in connection to the UWV WERKbedrijf's ambition of becoming the employers' strategic partner. It goes without saying that the increasing lack of a skilled workforce and the continuous digitisation in the workplace has already started to affect the structure and functioning of the labour market. It is also true that this dynamic environment offers some potential for jobseekers to get back into the labour market. At the same time, empirical evidence shows that jobseekers *not* belonging to vulnerable groups mostly benefit from this situation, whereas jobseekers facing severe obstacles still have major problems in getting back to work, even if labour market conditions have improved significantly in recent years.

From the external assessors' perspective, being the strategic partner of employers includes offering solutions to employers that cover all areas of human resources development and recruitment, but the UWV WERKbedrijf's approach seems rather limited in this context. As an example, upskilling employees to take over more responsible tasks within an enterprise (so that jobs which require lower qualifications could be taken over by jobseekers from vulnerable groups) is outside the range of the UWV WERKbedrijf's competences, which has no mandate to offer training to employees.

Important intervention fields for the UWV WERKbedrijf include:

- The comprehensive provision of information for employers (and other labour market partners) on labour market trends and services offered by the PES itself.
- The improvement of self-matching facilities;
- Intensified international services (particularly through EURES, the PES-backed Europe-wide network designed to facilitate the free movement of workers);
- The targeted preparation of jobseekers from vulnerable groups, according to the vacancies offered.

Improvements in these areas should certainly help the UWV WERKbedrijf become a trusted partner of choice for employers. The external assessors noted that other recruitment services and agencies, such as private employment services, temporary work agencies, social partners and, last but not least, the employers themselves, will continue to provide employment and training services.

4. ASSESSMENT OF CHANGE MANAGEMENT

Only a few PES in Europe have started a change management process in such a concise and systematic way as the UWV WERKbedrijf. External assessors were impressed by the extraordinarily high commitment to change and innovation among managers and staff at all organisational and regional levels. Despite the high number of changes that are happening, the enthusiasm and the will to improve remain important characteristics of the organisation. The impressive result is that from top management to frontline staff, everyone is seeking better solutions to the problems the organisation faces. This attitude makes the UWV WERKbedrijf a very agile and responsive organisation.

In addition, change management is structured according to clear methodologies and techniques, such as the 'domain structure' where specific change processes are handed over to district managers who push forward innovations in this particular field. There are clear communication formats for informing employees at all levels about implementation steps and experiences with process innovations in a systematic way. The results are carefully monitored according to transparent criteria and by using acknowledged standards, e.g. the S+MCA-model (Secure, Measure, Control and Accounting). If the results are analysed and appropriate steps are taken, progress will go beyond their expectations.

Evidence is obtained from sound methodological evaluations, including from pilot projects run by the frontrunners' offices. Evidence plays a major role in understanding whether or not new processes and ALMPs work well. In this context, it is worth mentioning that the UWV WERKbedrijf is one of the first PES in Europe making use of Randomised Control Trials in process innovation. This study should help to determine whether early *face-to-face* support for customers in addition to online-based support, really helps achieve better outcomes in terms of labour market integration.

Other relevant characteristics of the change management process are a clear customer focus and a leadership system which enhances individual ownership and responsibility. This, and a systematic human resource management with effective support structures for the UWV WERKbedrijf's employees, facilitates bottom-up innovation.

The external assessment team believe there are not many points which merit their particular attention within the change management process. Apart from their ambitions in employer services which may be too high compared to the limited range of possible action (see above), the external assessors would like to mention three areas: (1) face-to-face support, (2) the way in which such a large amount of information is offered to the staff and (3) the cooperation structures with the UWV WERKbedrijf's partners.

As already mentioned, face-to-face contacts between employment advisors and jobseekers have been intensified in comparison to the situation during the first PES Benchlearning assessment. External assessors consider this an important step for increasing the quality of profiling, individualised support and the guidance of jobseekers. So far, it is not only the PES that decides on the need for face-to-face contact, the jobseeker can also seek a face-to-face interview. This could potentially lead to a situation where staff resources are not always used in the most efficient way.

Being a knowledge-based organisation, the UWV WERKbedrijf has many methodological information packages, guidelines, checklists, procedures, manuals, tutorials, webinars etc. for its employees. Without a strict and continuous content management system, it is not always clear for employment advisors and other frontline staff which information may be important, which is not, and which contains the most relevant and updated information. A more structured approach, channelling the available information to the units and persons who will most benefit from it, would help to reduce the current information overflow.

Cooperation with stakeholders, especially with local authorities, schools, NGOs etc. varies a lot between the different regional offices of the UWV WERKbedrijf. A stronger support from the head office, for example by facilitating the exchange of successful cooperation strategies between regional offices and/or by offering specific trainings on partnership building, could help to speed-up the implementation and the further improvement of these partnerships.

5. SUGGESTIONS AND RECOMMENDATIONS

The external assessors team welcomes the UWV WERKbedrijf's ambition to become a future-proof PES, and it strongly encourages the PES to continue with its bottom-up approach as a feature of its change management strategy. The team of external assessors is convinced that this will help to make full use of the creative and innovative potential of staff at all organisational levels in a systematic way.

The speed of changes within the UWV WERKbedrijf has been very fast during recent years. Continuing with this speed could bear the risk of overburdening partners and especially staff in the regional offices. Therefore, external assessors suggest increasing the time intervals between when the different reform and change steps are launched - foreseeing more time between the milestones. This would give employees the opportunity to get used to the changes. In addition, the huge basis of information and evidence from evaluations should be examined and analysed carefully before introducing new change elements, or before further developing the reforms that started recently.

One element which could help in this more deliberative way of implementing change processes is the concept of 'internal benchlearning'. The team of external assessors therefore suggest that the experiences of the PES Benchlearning approach are introduced *within* the UWV WERKbedrijf as a methodological approach for systematic reflection in the organisation. This should include the regional offices, the districts and the head office (i.e. a horizontal and vertical benchlearning

process). This would also allow the 'domain holders' to follow up with innovation and change processes outside their 'domain'.

Building on the existing strategic framework for change, external assessors also suggest that the UWV WERKbedrijf explains its vision better. It sees itself as a future proof PES, well focused on strategic objectives, operational targets and appropriate activities, and this should be set out in the operational guidelines. Related to the UWV WERKbedrijf's strategic objectives, a stronger guidance for the regional offices seems necessary. This includes effective content management providing relevant and up-to-date information, eliminating information that is not needed anymore, and a better channelling information to the relevant target groups within the organisation. A very good example for a clear guidance is offered by the Flemish PES, whereas the Austrian, the Latvian, the Slovenian and the German PES can serve as reference models for "translating" general policy objectives into a clear strategy. The performance management system of the German PES is a good example. It has clear Key Performance Indicators, a balanced indicator system integrating short-term results and long-term outcomes, and a systematic and transparent follow-up of monitoring results throughout the organisation. This could help implement the changes of the UWV WERKbedrijf in an even more concise, structured and effective way.

Its employer service has already been mentioned in the previous section. The external assessors suggest that the UWV WERKbedrijf defines more realistic objectives taking into consideration the limitations and the environment in which it operates. In addition, a clearer framework should be elaborated defining quality standards and service provision that employers from all over the country can rely on. This should include the common definition of the main tasks covered by the employer service, no matter if it is run exclusively by the UWV WERKbedrijf or in cooperation with the local authorities. In addition, external assessors suggest that employer services should be recognisable by all relevant labour market stakeholders including jobseekers, employers and the general public. A common branding, grounded on the commitment to common quality and service delivery standards, should therefore be introduced.

With the strong focus of the UWV WERKbedrijf on 'craftsmanship', external assessors also suggest paying special attention to the specific competences needed to provide high quality services to employers. In this context, training could, for example, include methods for systematically analysing general labour market information and trends, how branches specialise and how this relates to the size of employers, human resources development in SMEs, the support of employers when recruiting people from vulnerable groups and so on. The French, Slovenian, Austrian and Irish PES offer good examples of well-elaborated employer service strategies and their implementation. In addition, external assessors would recommend the Maltese PES, which has extensive experiences in job-carving and job-coaching for jobseekers with disabilities.

With a view to the difficult situation of setting up functioning partnerships at a local level, the external assessors suggest the development of a "master plan" for planning, implementing, monitoring and further developing cooperation between the regional offices and the local authorities (and other partners). This master plan could serve as common guideline on which local strategies and agreements could be based, for all regional offices. The objective of this master plan would be the practical support of regional offices in the systematic setting up of partnerships. It should also give guidance on how to establish relevant measurable targets in cooperation with the local authorities, and on how to define the PES role within the network. Relevant expertise in this field can be found especially in Spain, and in Denmark with its extensive knowledge and experience in cooperation between the

central and the local levels of PES. The German PES also offers relevant experiences, especially in the context of the cooperation between the local authorities and PES in the social welfare regime (Social Code Book II).

It has been said in this report that face-to-face contacts between employment advisors and jobseekers have been enhanced in comparison to the situation external assessors encountered during the first PES Benchlearning assessment. Individualised support and personal interaction are regarded as crucial to the success of the integration process, especially for jobseekers from vulnerable groups. Nevertheless, intensified face-to-face services should prove that they are relevant and produce positive results. External assessors therefore encourage the UWV WERKbedrijf to evaluate the conditions where face-to-face services are efficient. In addition to the UWV WERKbedrijf's Randomised Control Trial, external assessors would also point out important experience in the Estonian, the Irish and the Danish PES.

The external assessors finally encourage the UWV WERKbedrijf to make full use of its yearly 'management contract'. As an agreement between the Director of the PES and the Board of Directors, it contains Key Performance Indicators and relevant activities for achieving the set targets. In this context, the external assessors regard the integration of information on planned training activities for jobseekers as helpful. Positive experiences in this context have been made by the Irish and also the Maltese PES. In addition, following the example of the Austrian PES, quality management targets should also be incorporated in the management contract so that transparency, about the importance of quality management among employees, increases. The management contract could finally also define the Dutch PES's ambition to be a career partner of jobseekers in achieving sustainable labour market integration and outcomes. Positive experiences, with a focus on sustainable integration measures, have been made by the Flemish PES, as support for jobseekers there is less concentrated on quick results and therefore organised, where appropriate, on a reliable and long-term relationship between the employment officer and the jobseeker.

