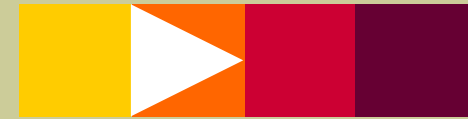




CENTRUM VOOR WERK EN INKOMEN





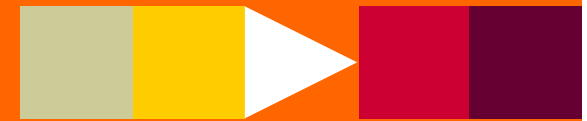
Performance management CWI

Eindhoven

Herman van Lith

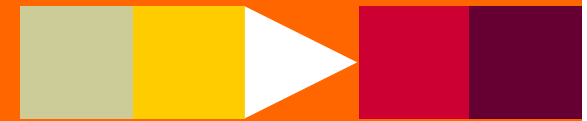
Oktober 2008

Content of presentation



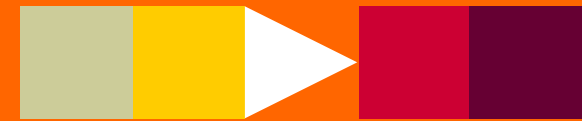
- ▶ Organisational aspects
- ▶ Management concept
- ▶ Measurement of performance
- ▶ Awarding individual performance

Organisational aspects



- ▶ Statutory body
- ▶ Financed by the Ministry of Social Affairs and Employment
- ▶ Accountable to the Minister
- ▶ Leading principle: work for those can work and (financial) support for those who can't.

Need for new legislation

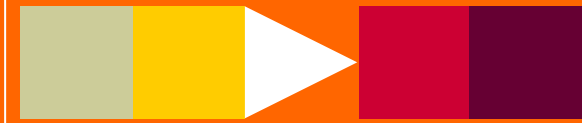


- More efficiency, less costs
- More competition between institutions
- Strict separation of public and private matters and of responsibilities
- Better services to the public
- More and better results

Thus: new legislation on the Structure for employment and social securities services

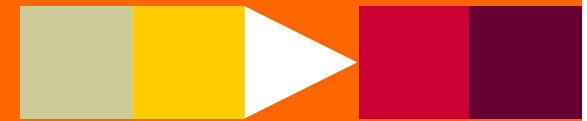
(2002)

MAIN OBJECTIVES CWI 2003



- ▶ CWI takes care of a transparent labourmarket
- ▶ CWI takes care of matching of vacancies for employers
- ▶ CWI is 'gatekeeper' (incl. reintegration indication & ~advice)
- ▶ CWI is partner in the chain for unemploymentbenefits / social welfare income
- ▶ CWI deals with applications for permission to dismiss workers and with employment permits

Managementobjective



“CWI is an effective and efficient and appropriate and customer-oriented and innovative and transparant organization”

Ministry of Social Affairs & Employment

**PES:
CWI**

Advisory council

130 CWI's

**UWV
(unemployment
benefits)**

**Municipality
(social
welfare)**

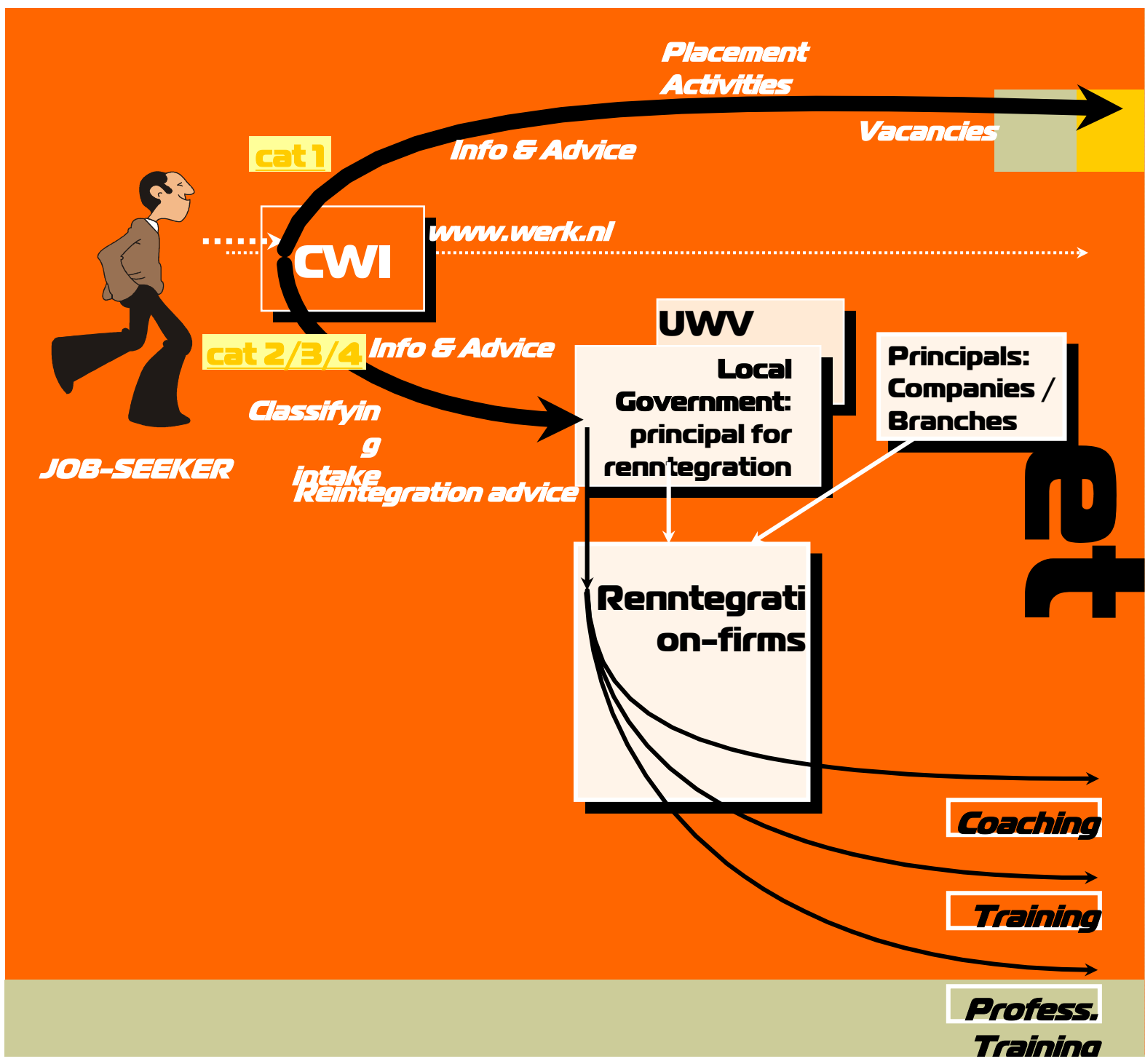
**Principals:
Companies,
Employers,
Trade Unions**

**Regional
Forum
on
Labourmarket**

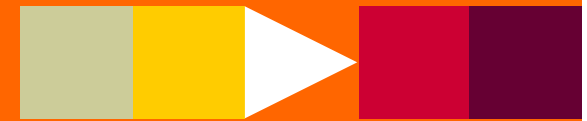
**common housing / facility
centre**

Reintegration activities / companies / firms

labourmarket



Regular Services (1)

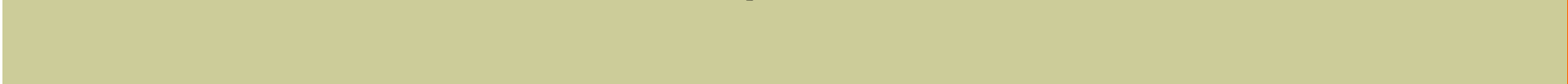


External coöperation & partners

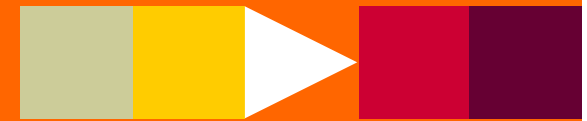
Transparency
Information & Advice
Public JOB Exchange
Intermediate activities
projects

JOB-seekers

Employers

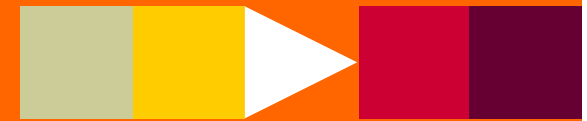


ACCENTS IN SERVICES of Public Employment Service CWI (1)



- “Gatekeeper” = prevention and exit social security
- Youth and schoolleavers
- Vacancies-offensive
- Marketpenetration
- Cooperation in the chain of services and with other parties

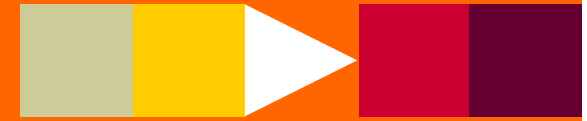
ACCENTS IN SERVICES of Public Employment Service CWI (2)



- Special programmes for certain targetgroups
- EURES
- Job Exchange
- www.werk.nl
- and so on

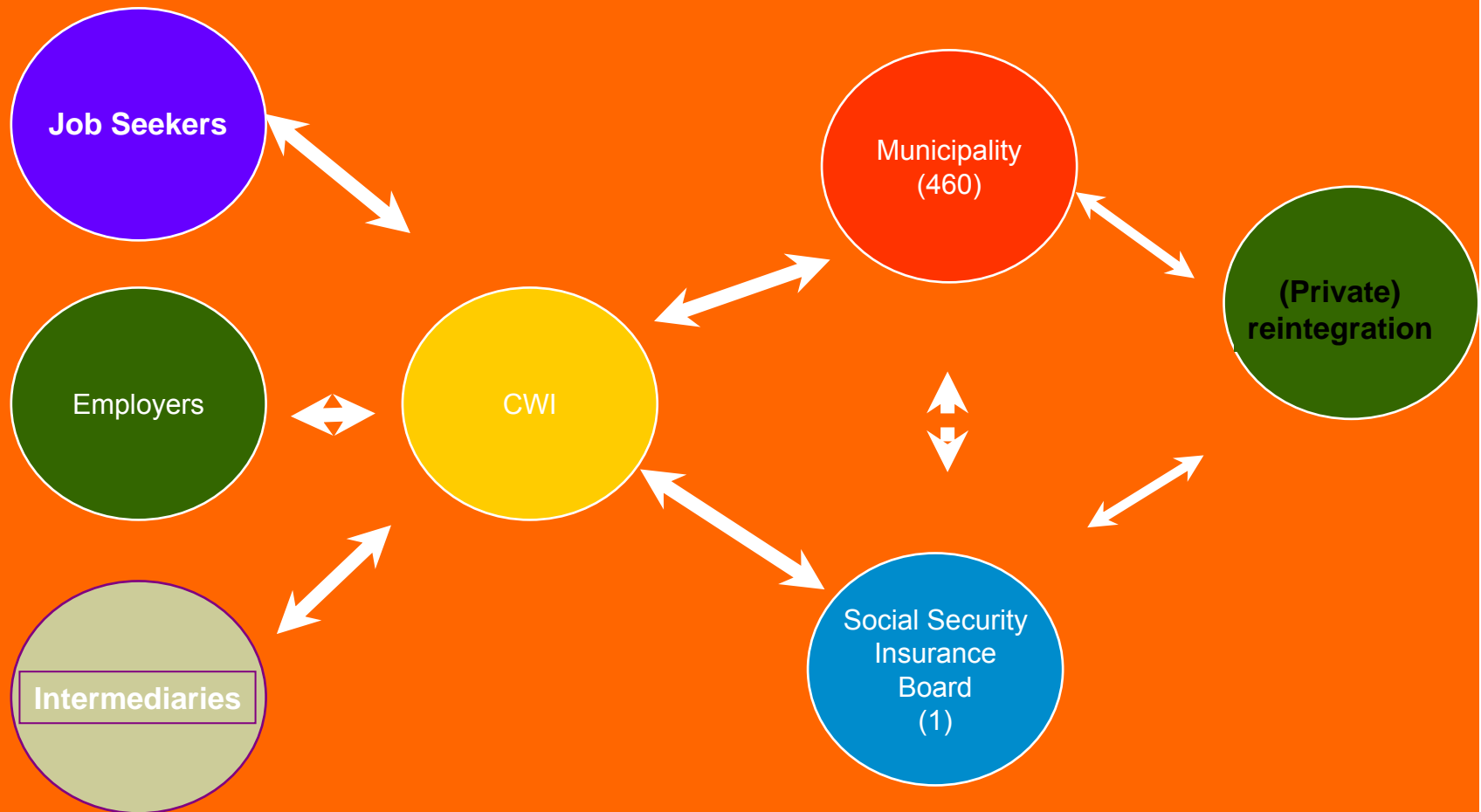
use of Balanced Score Card

Mission of CWI

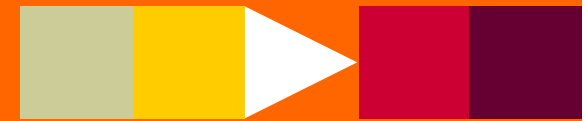


- ▶ Strengthening of the dynamics of the economy by actively contributing to the good functioning of the labour market.

Chain of service delivery since 1 January 2002

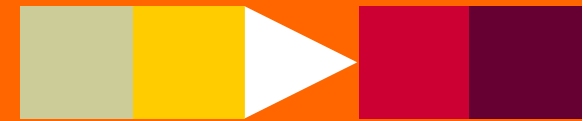


Three levels.



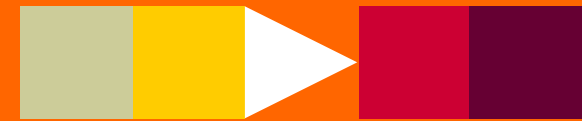
- ▶ Decentral level : 128 Centres for Work and Income
- ▶ 6 Districts, mainly with a supporting and facilitating function
- ▶ Central level: general management, policy, strategy etc.
- ▶ About 3.500 employees

Tasks CWI



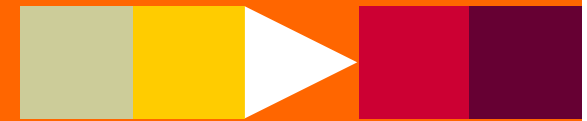
- ▶ Registration as a jobseeker
- ▶ Recruitment filling vacancies
- ▶ Placement and counseling
- ▶ Providing support in benefit claim procedures
- ▶ Handling dismissal procedures
- ▶ Handling work permits for foreign workers
- ▶ Assessing eligibility for Sheltered Employment

Management concept



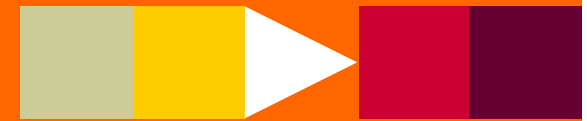
- ▶ policy development by the board of directors;
- ▶ deconcentrated implementation
- ▶ outcome - and output - oriented -
management contracts with each manager
- ▶ policyplanning and evaluation cycle
- ▶ adequate monitoring of efforts and results
- ▶ transparency and evaluation achieved by using
Balanced Score Cards

Measurement of performance



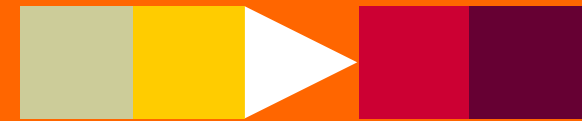
- ▶ Management contract with each CWI-office, each districtoffice and each policydepartment
- ▶ Balanced Scorecard including key performance indicators on district-, CWI- and employee level (see example 2006 in next sheet)
- ▶ Reports to the Board (every two weeks) and Ministry (every three months)

Key Performance Indicators (I)



1. a. Transparency : transparency-rate vacancies, number of vacancies and CV's as available on www.werk.nl;
b. User sessions
2. Prevention ratio: percentage of clients who leave the register before entry into unemployment and welfare benefits
3. Outflow ratio: percentage of clients who no longer receive benefits within six months after the beginning of their unemployment spell
4. Ratio of benefits applications transferred to UWV and municipalities that are regarded as timely and complete

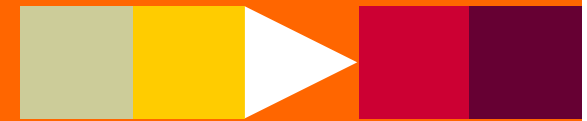
Key Performance Indicators (II)



5. Decisions within timelimits concerning applications for Sheltered Employment
6. Number of filled vacancies
7. Customers' satisfaction (jobseekers and employers)
8. Decisions within timelimits concerning workpermits for foreign workers and permits for dismissal
9. Budget realisation
10. Employee satisfaction
11. Human capacity (overhead) and sick leave

PRESTATIE-INDICATOREN CWI 2006			Frequentie	Realisatie t/m ultimo verslagperiode	Externe prestatie-indicator Streefwaarde 2006 (jaarwaarde of cum t/m verslagperiode)	Afwijking realisatie t.o.v. streefwaarde	Externe prestatie-indicator Streefwaarde 2006 (jaarwaarde of cum t/m verslagperiode)
A		CWI & WERK.NL					
A.1.1	Extern	Aantal gebruikerssessies (Jaarstreefwaarde = 30.000.000)	week 25	16.459.423	14.423.077	14,1%	30.000.000
B		CWI & WERKZOEKENDEN					
		<i>Vestigingsmanagers</i>					
B.1.1	Extern	Waarderingscijfer werkzoekenden (1-10)	1e Kw 2006	5,7	7,0	1,3-	7
B.1.2		Bejegeningcijfer CWI naar werkzoekenden (1-10)	jaar		7,0		7
B.1.3		Preventiequote WW route A en route B	week 25	18,3%	20%	-1,7%	20%
B.1.4		Preventiequote WWB route A en route B	week 25	50,6%	46%	4,6%	46%
B.1.5		Uitstroombijdragen WW route A	week 25	66,0%	52%	14,0%	52%
B.1.6		Uitstroombijdragen WWB route A	week 25	62,1%	40%	22,1%	40%
B.1.7		Tijdigheidsquote aan UWV overgedragen uitkeringsaanvragen WW (% , 8 dagen)	week 25	85,2%	80%	5,2%	80%
B.1.8		Volledigheidsquote aan UWV overgedragen uitkeringsaanvragen WW (%)	maand 5	90,8%	85%	5,8%	85%
B.1.9		Tijdigheidsquote aan gemeenten overgedragen uitkeringsaanvragen WWB (% , 8 dagen)	week 25	91,8%	95%	-3,2%	95%
B.1.10		Volledigheidsquote aan gemeenten overgedragen uitkeringsaanvragen WWB (%)	maand 5	98,9%	85%	13,9%	85%
		<i>Vestigingsmanagers die ook de WSW uitvoeren</i>					
B.3.1	Extern	Tijdigheidsquote indicatie WSW (% binnen 16 weken)	maand 2	88,8%	90%	-1,2%	90%
B.3.2		Tijdigheidsquote herindicatie WSW (% , binnen 16 weken)	maand 2	94,8%	90%	4,8%	90%
C		CWI & WERKGEVERS					
		<i>Vestigingsmanagers</i>					
C.1.1	Extern	Waarderingscijfer werkgevers (1-10)	1e Kw 2006	6,9	7,0	-0,1	7
C.1.2		Transparantiebereik (markt bereik werk.nl + ABS)	week 25	62,3%	60%	2,3%	60%
C.1.3		Aantal beschikbare vacatures CWI (werk.nl + ABS) (standcijfer)	week 25	102.768	41.600	147,0%	41.600
C.1.4		Aantal beschikbare CV's werk.nl (standcijfer)	week 25	330.524	325.000	1,7%	325.000
C.1.5		Aantal vervulde vacatures via ABS (Jaarstreefwaarde = 95.000)	week 25	51.575	50.533	2,1%	95.000
		<i>Managers juridische zaken</i>					
C.4.1	Extern	Tijdigheidsquote ontslagvergunningen (% binnen 6 weken)	maand 4	85,5%	79%	6,5%	79%
C.4.2		Tijdigheidsquote tewerkstellingsvergunningen (% binnen 5 weken)	maand 4	96,4%	92%	4,4%	92%
D		CWI & ORGANISATIE (DE BEDRIJFSVOERING)					
		<i>Management CWI</i>					
D.1.1	Extern	Ontwikkeling uitvoeringskosten (indicatie mate van efficiency):					
D.1.2		- begroting 2006 (na correctie) t.o.v. begroting 2005	jaar		n.t.b.		n.t.b.
D.1.3		- realisatie kosten 2006 (na correctie) t.o.v. realisatie kosten 2005	jaar		n.t.b.		n.t.b.
D.1.4		- realisatie kosten 2006 (na correctie) t.o.v. begroting 2005	jaar		n.t.b.		n.t.b.
D.2.2		Medewerkerstevredenheid (1-10)	jaar 2005	6,6	7,0		7
D.2.3		Ziekteverzuim (% , inclusief langdurig ziekteverzuim en exclusief bevallingsverlof)	maand 5	6,1%	6%		6%
D.2.4		% Staf/personeel	maand 4	16,5%	16%		16%

Individual Performance Rewards

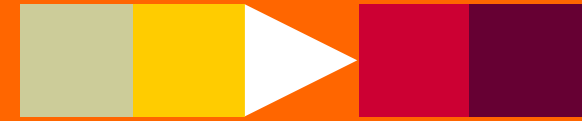


Three types of rewards in collective labour agreement:

1. Outstanding personal performance (max. € 2.300)
2. Individual employee performance: reward for realisation of a beforehand defined performance
3. Individual managers performance: reward for exceeding the yearly target by at least 5 % (5 % of yearly gross wage)

Besides these rewards we also give rewards to each employee in case of reaching the company's targets

January 1st 2009



- ▶ Big Changes
- ▶ CWI disappears
- ▶ New "Workcompany" (CWI + UWV)
- ▶ More efficiency
- ▶ Less Money
- ▶ Work and social benefit in one organisation