MODERNISATION MANUAL
OF THE HUNGARIAN
PUBLIC EMPLOYMENT SERVICE

Bent Dupont, dr. Simkó János, Vladiszavlyev András and his colleagues

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FOREWORD

Dear reader,

Everybody interested in the positive and competitive development of the Hungarian business life and the Hungarian society as such has at the same time to be interested in the development of the Hungarian labour market policy.

At one hand the labour market policy has to be in compliance with the European Strategy Guidelines in this field, at the other hand it has to be adapted to the Hungarian traditions and conditions.

I am therefore happy to say that the present handbook – created as a result of the Phare Twinning programme "Modernising the Hungarian Public Employment Service" – supports the most important development thoughts of the Ministry's and the Government's labour market policy.
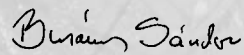
We have to utilize the profound knowledge of labour market conditions gathered at the PES in a more effective, directly and service-minded way. It is therefore essential – as

pointed out in the handbook – that the PES in the future, besides being a public authority, strengthens and focuses on services, which would be delivered the key costumers of the PES: Employers, job-seekers and the partners at the labour market.

The implementation of the so-called new service model has started at 21 pilot offices throughout Hungary in February 2004. The experiences from this Phare programme would form the point of departure for modernization of all other offices within the PES.

In conclusion I would like to thank everybody who has contributed to the handbook, and I would like to express the continous implementation of the service model would be given a high priority at the Ministry.

Budapest, May 20 2004

Sándor Burány
Minister of Employment
and Labour

PREFACE

The present handbook represents the comprehensive findings of more than 11 year's work identifying the most essential processes in modernizing the Hungarian Public Employment Service.

The handbook introduces the reader to the new service model developed within the Phare project which is supported by future oriented IT-solutions and renovated offices. The programme also saw the training of the staff of the pilot offices, the development of a labour market information system being able to monitor the effectiveness of the model, and the set up of a quality management system.
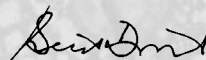
The handbook is – in the spirit of the Twinning Programmes – a really joint work with several experts involved – from Sweden, Denmark and Ireland but first of all from Hungary. For more precise information on the sources and persons involved please consult Annex 1.

However this handbook would not have been composed without the dedicated work and support from: Director General Károly

Pirisi, NEO, Deputy Director General János Simkó, NEO, MS Project Leader Sándor Szarvas, NEO and the Leader of Component Team 1, County Director András Vladiszavlyev, Csongrád County.

To these four and to everybody else involved in the process I would like to express my warmest thanks – and at the same time my best wishes for the continuous implementation of the new service model.

Budapest, June 2004

Bent Dupont
PAA

I. PROFESSIONAL BACKGROUND

I.1   The employment strategy of the European Union

Modernisation of the Public Employment Service is in the centre of the national employment policy strategy and, consequently, development objectives of the project have been identified in accordance with the Employment Guidelines of the European Union.

In accordance with the EU objectives stated in the Lisbon Protocol, the employment policy of the Member States must contribute to the achievement of overall objectives of the European employment strategy, namely
  - full employment,
  - quality and productive work, and
  - increased social cohesion and inclusion.

The future tasks of modernisation of PES must be fully in line with the objectives of increasing employment in Europe, laid down in Stockholm, improvement of job quality, and requirement of creating more and better jobs.

During their activities aiming at full employment, Member States must implement an employment policy with a comprehensive approach that combines the needs of the demand and supply sides, and helps the achievement of Lisbon and Stockholm objectives.

All these objectives reflect the intention of implementing a large European employment policy with specific contents, and great integration power.

The new service concept, proposed in the framework of the Phare project fits very well in the professional objectives outlined above, as its long-term objectives are also aimed at full employment.

In order to achieve the three overall objectives of the three EU strategies, Member States must take into account the following specific guidelines (priorities) when they form their employment policy:
  1. Active and preventive measures for the unemployed and inactive.
  2. Job creation and enterprise.

3. Preparation for changes, promotion of adaptability and labour market mobility.

4. Human capital development and support to life-long learning.

5. Increasing labour supply and promotion of active ageing.

6. Equality between women and men.

7. Promotion of labour market integration and efforts to eliminate discrimination against people who are in a disadvantaged situation in the labour market.

8. Encouraging employment (making employment worthwhile and attractive).

9. Transformation of unreported work to reported work.

10. Reduction of regional labour market disparities.

Of the priorities laid down in the Employment Guidelines of the European Union, the new service model proposed in the Phare modernisation project is directly in line with the No. 1, 3 and 7 specific guidelines.

1. Active and preventive measures for the unemployed and inactive

In the framework of the new office model, we develop and implement active and prevention measures in order to prevent durable unemployment and long sustainable employment of the unemployed and inactive people. In this context:

- we ensure that at the early stage of unemployment, all job-seekers should receive assistance in relation to the assessment of individual needs, counselling services, job search and active support, and in the form of an action plan tailored to the individual;
- on the basis of the assessment of individual needs, we offer effective and efficient services to job-seekers in order to improve their employment and chance of integration, devoting special attention to people who face the biggest difficulties on the labour market.

3. Preparation for changes, promotion of adaptability and labour market mobility

In accordance with the EURES Guidelines by no later than 2005, the employment service of each Member State must be capable of providing access to vacant jobs for all employees and job-seekers through the Internet as well. The recommendations developed in the framework of the modernisation programme have been identified in accordance with this Guideline.

7. Promotion of labour market integration and efforts to eliminate discrimination against people who are in a disadvantaged situation in the labour market

The offices participated in the experiment use a new model and help people who are in a disadvantaged situation in the labour market, including school dropouts, people with low qualifications, disabled people, unemployed over the age of 45, ethnic minorities, to integrate into the labour market by improving their employment, increasing job opportunities and increasing all forms of discrimination as much as possible.

I.2   Hungarian employment strategy objectives based on the National Development Plan and Common Assessment

In accordance with the recommendations of the Accession Partnership, the Government of the Republic of Hungary has prepared a Common Assessment of short-term priorities of the Hungarian employment and labour market policy in cooperation with the Directorate General for Employment and Social Matters of the European Commission.

On the basis of the Common Assessment, the tasks of the Hungarian employment strategy to be implemented in the next few years can be classified in accordance with the following five main objectives:
  1. Increasing the employment rate
  2. Reduction of unemployment
  3. More flexible labour market
  4. Development of human resources
  5. Stronger institutional and legal framework

Consequently, actions are needed in the following areas in order to achieve the objectives:
  - Review, evaluation and careful monitoring of existing labour market programmes.
  - Promotion of regional mobility in order to reduce structural disparities between regions by supporting infrastructure and human resource development.
  - Development of the Public Employment Service and strengthening the importance of job inter-

mediation within the employment services.
- Involvement of social partners in the implementation development of the employment policy.
- Valuation of the effects of minimum wage increase on the labour market in cooperation with social partners.
- Increasing the employment rate while sustaining budget consolidation, economic and social cohesion, and transforming the black economy into legal economy.
- Progress in the preparation of the National Development Plan and development of the National Employment Strategy in relation to the rule and contribution of the European Social Fund. Government tasks in the establishment of institutional structures supporting preparations for the acceptance of ESF, taking into account the priorities of the Common Assessment.

The European Commission and the Government of the Republic of Hungary intend to jointly monitor progress in the implementation of the above objectives. In this context, the role of PES modernisation is of key importance, because the increase of the Hungarian economy and its competitiveness assumes significantly greater participation of the workforce in the labour market.

The Phare project also contributes to the implementation of objectives in Chapter 5.5 of the National Development Plan "Implementation of the employment policy". After the accession, the Labour Market Fund will be the most important source of domestic financing measures supported by ESF, while PES will become the most important institution for implementing the European Employment Strategy.

I.3   Strategic objectives of PES

Hungary's accession to the European Union involves new challenges and tasks in the area of modernisation of the Public Employment Service, too. PES needs to be developed, so that all customers should have identical access to services at all levels of its organisation, and to satisfy the new requirements of the changing labour market. With regard to the further development of PES, the tasks related to its future activities in relation to the European Social Fund, implementation of the European Employment Strategy and participation in the network and information service of the European Employment Service will represent a very important challenge.

The government has recognised the important role of the Public Employment Service in the pro-

motion of effective operation of the labour market, and has identified the following primary tasks in its future development:

- The role of the Public Employment Service in the labour market needs to be strengthened, which calls for development of intermediation and counselling services to job-seekers and employers, and improving the quality of the system providing employment services, especially concerning the staff and IT devices.
- Relations with employers need to be extended, so that the market share of PES and the number of vacant jobs reported to employment offices can be increased.
- In order to make the activities of PES more effective, the computer-supported services of the information system of the local employment offices need to be completed.
- This means that during the next few years, the information system should contain all job-seekers and all vacant jobs in the country, and a self-service system should function in all offices.
- The workload of counsellors needs to be reduced by modernising the employment offices, for example, increasing self-service options on computers.
- In order to increase efficiency, the professional expertise of PES employees also needs to be improved.

The most important strategic objectives of PES can be summarised as follows:

- To increase the market share of PES in relation to labour market activities, increase employment and develop services for employees, too.
- To offer standard and high quality services to customers (unemployed, employees, employers, etc.).
- To improve the efficiency of offered labour market tools, and increase the role of PES in the supply of such tools.
- To develop and modernise the IT and information system of PES, and encourage the implementation of self-service information systems.
- To increase cooperation between employment offices and multi-tier (regional, county and district) regional development institutions.
- To contribute to the reduction of regional disparities in the labour market through the services of the institution.
- To promote equal opportunities in the labour market.
- To focus on groups in a disadvantaged situation in order to manage and prevent durable unemployment.
- To develop the human resources of PES with regular internal training, and to prepare for new

tasks originating from the accession to the European Union.
- To improve the physical equipment of labour offices, establishing a modern office environment, in accordance with their service functions, and to improve the external communication of PES.

I.4   Framework of the Phare modernisation project

The previous chapters have indicated that the role of the employment service is unquestionable and fundamental for the purpose of achieving employment policy objectives. The modernisation of the whole system of PES will be one of the key elements of the national employment strategy of the next few years.

The development objectives of the Phare project have been outlined in this context, and they are also in line with the Employment Guidelines of the European Union.

Overall objective
To promote PES operation in line with the Employment Guidelines of the European Union.

Specific objectives
- To improve the efficiency of services to job-seekers and employers.
- To develop new service model and introduce it at 21 employment offices in the framework of a pilot project.

The project is implemented with the involvement of 21 selected employment offices (one office in each county + Budapest + Employment Office).The project consists of four major components
- international technical assistance (Twinning),
- information technology infrastructure development (Procurement tender I.),
- new office environment (Procurement tender II.),
- software and subject material development (Service tenders).

In the framework of the Twinning component, the professional contents of the model are prepared in six technical teams consisting of international and Hungarian experts. The teams are responsible for the implementation of one specific task related to the development and introduction of the service model.

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1st Team
Development of a technical concept for a new service model
Team leader: András Vladiszavlyev, director - Csongrád County Employment Centre

2nd Team
Development of the Labour Market Information System
Team leader: István Vass, director – Budapest Employment Centre

3rd Team
New office environment
Team leader: Éva Székely, deputy director - Baranya County Employment Centre

4th Team
Training
Team leader: Zsuzsa Barta, human resource manager – Employment Office

5th Team
Quality development
Team leader: Sándor Madarász, quality assurance expert - Veszprém County Employment Centre

6th Team
IT system development
Team leader: Tamás Szántó, deputy director general – Employment Office

The activities of the teams are controlled and coordinated by Bent Dupont pre-accession expert. In the first phase of the project, from January to May 2003, Irish, Swedish and Danish experts came to Hungary. Ten experts spent nearly 150 days studying the Hungarian employment service. The international experts reviewed the presently available technical background materials, visited the selected the employment offices, held meetings with teams and elaborated their proposals for the individual elements of the new service model in the framework of an expert report. On the basis of the experts' proposals, the teams developed their concept for individual areas and elaborated a technical concept for the service model.

The framework and description of the new service model was completed by the end of the first year of the project. It is described in Chapter II of this document.

In the new office model, the service and authority functions are distinguished to a certain extent. Of these two core activities, the Phare project focuses only on the development of the contents and methodology of service functions, and creates the physical infrastructure for the new tasks.

Phare project

New office model

Service functions:	Authority functions:
- *Self-service for information supply*	- *Benefits*
- *Job inter-mediation*	- *Administration of active measures*
- *Counselling*	
- *Involvement in active measures and programmes*	
- *Relations with employers*	
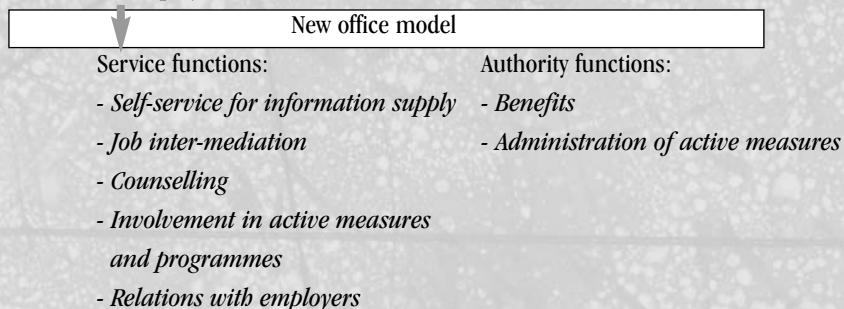
The first year of the Phare project involved preparatory work required for putting in place the tangible conditions for the new service model in the second, third and fourth components of the project: compilation of technical specifications representing the basis of international public procurement procedures and preparations for the tender procedures and procurement of required devices and services (work stations, servers, kiosks, office furniture, office equipment, software development).

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Budget of the project in Euro

	Phare support			Domestic contribution	Total
	Capext suppor	Institutional development	Total Phare (=I +B)		
1. Procurement (IT)	0.700	0	0.700	0.900	1.600
2. Procurement (office environment)	0.300	0	0.300 V	1.200	1.500
3. Services (software development)	0	0.300	0.300	0.280	0.580
4. Services (editing, video)				0.020	0.020
Twinning	0	0.600	0.600	0.600	1.200
Total	1.000	0.900	1.900	3.000	4.900

In order to establish a user-friendly attractive office environment in the employment offices that correspond to the new functions, the Ministry of Employment Policy and Labour allocated further central budget supports of HUF 212 million apart from the budget of the Phare project from the Labour Market Fund. In addition, each county employment centre allocated further HUF 10 million from its own budget to finance minor refurbishment work in the offices.

Project schedule
As a result of international technical assistance and Hungarian expert activities, a detailed description of the service model was completed by the end of December 2003, and the tendering process required for the establishment of the physical infrastructure can start now.

In accordance with the plans, the physical environment of the offices will be put in place by the end of the first quarter of 2004 at the 21 selected employment offices.

The pilot phase of the implementation of the model will start in February 2004 with the gradual introduction of the elements of the new service model. The deadline of completing the project is 30 November 2005.

The detailed description of the implementation is contained in the Implementation Plan (Chapter V).

II. CONTENTS OF THE NEW SERVICE MODEL

II.1　Philosophy

The self-service model is based on the following philosphy:

- Work relations must be created through a highly developed information system in order to have more effective and stable work relations (fewer costs for enterprises and society).
- People are capable of looking for solutions for demand and supply themselves; PES supports them in finding the best individual solutions. The starting point is that many people are capable of assuming responsibility to solve their own problems and life. It is not necessary for people capable of helping themselves to use the resources and administration of the state.
- PES could then provide sources for active measure support for those who face the risk of long-term unemployment. This means that the PES is be able to devote resources for combating bottleneck problems.

Thus the new service model is in line with the European Employment Strategy, the current Hungarian legislative environment, labour market conditions, and technical and economic conditions. In other words, the new service model is not a copy of the existing models of the Member States, but it tries to change Hungarian PES services according to the requirements and the Hungarian conditions.

II.2　Major recommendations

1. Job-seekers should not be treated as passive clients, but active, dynamic customers cooperating with the employment offices.
2. Regular contact should be increased between employers and PES.
3. Increasing the PES market share. The labour market knowledge of the PES has to be utilized more target oriented and extended in order to obtain more placements.

1. Job-seekers should not be treated as passive clients, but active, dynamic customers cooperating with the employment offices.

The main responsibility of PES is to assist the process of job-finding with a modern service-oriented approach. Passive customers should be turned into active, dynamic customers. People need to be made aware that individuals are responsible for solving their own situation in the labour market, in relation to which PES makes all available information open and accessible for them. Job-seekers must be treated as dynamic customers and PES can help them with information up-to-date self-information options, services and, in certain cases, active measures and case management.

A completely new office environment underlines and supports the customer-oriented approach: customers can feel at home in the open information space, where they can establish personal contact, too, as they can meet PES staff members, who can give them specific tailored assistance apart from general technical assistance (from updated, Internet online KIOSKS).

2. Regular contact should be increased between employers and PES.

Another important group of customers is the group of private and public employers. PES does not create jobs, jobs are created by the employers, therefore, the new service model significantly relies on regular reliable and professional dialogue with employers. PES must monitor the actual requirements of the labour market, and the PES needs to change from supported employment to a dialogue focusing on unsupported job opportunities.

It is a preliminary requirement for establishing such a successful dialogue that PES should have well-prepared staff members who can share the same language with employers. PES should address employers free of bureaucracy, in a modern tone, relying on modern information technology.

3. PES's market share needs to be increased.

This point is closely related to the 2nd point. In order to have more and more successful jobs intermediated, PES must give an opportunity to employers to report, display and (in the long run) to administrate their vacancies on the Internet. Whenever a vacancy occurs, it must be put on the Internet immediately. In addition, PES must create an employers' database that contains basic information of employers.

In other words, PES provides well-functioning information systems for its customers, with the help of which job-intermediation can take place even without PES resources. On the other hand the PES has to be ready to provide recourses and personal service in case of demand and in case of more difficult placements.

It is a basic assumption that PES is a labour market institution that has the deepest and widest information about local, regional and national labour market. The objective of the model is to apply this information efficiently in Hungary in order to promote economic growth. According to estimates, at the moment the market share of PES in the job intermediation market is between 15-40% of the entire market.

The relatively low market share of PES does not represent a negative starting point for Hungary, however, it can be assumed that most vacancies are filled on the basis of personal relations (private sources – such as friends and family – and advertisements published in newspapers). The assumption is further on that this as a concequence leads to more unstable work relations and waste of recourses.

II.3   PES objectives in relation to services to customers

1. Job-seekers

The objective is to send job-seekers (registered unemployed and employees intending to change their jobs) to non-supported jobs as soon as possible. Apart from the measures currently in place in Hungary, the new service model will offer further service-oriented and customer friendly tools (see below).

2. Employers

The objective is to strengthen daily relations with employers to ensure that employers can recruit employees with the required qualifications in time. Apart from the measures currently used in Hungary, the new service model offers new and modern instruments to employers (see below).

3. The PES staff

The objective is to enhance the possibilities for the PES staff to match the supply and demand at the local and regional labour market. In addition to the instruments already known and applied in Hungary, the new service model will provide modern and adequate tools and instruments to its staff (see below).

II.4   Tools

For job seekers

Kiosks – vacancy database – CV database – PES portal – individual data entry

Job-seekers who are capable of looking for a job on their own are offered the use of self-service devices. Each office offers its customers kiosks running touch screen applications and desktop computers with interactive communication functions and a seat. Some larger offices will have installed outdoor kiosks which will be available for customers for 24 hours a day.

Job-seekers can have access to the national database of vacant jobs through the kiosks and the Internet. This database contains all actual vacancies reported to PES.

Job-seekers can also enter their currulum vitae into the CV database through these kiosks. The potential employers will be authorised to conduct direct searches in this database. It is recommended that the supply of a CV should not be mandatory and that CV-s should be displayed on the Internet after assessment.

Labour market information

Using these kiosks, employees can view actual information on jobs and training opportunities, other PES services, and updated information concerning the conditions of the local labour market.

For those intending to change their jobs, the most important source of information is the database of vacacies, as well as interesting and important local, regional and national labour market information.

For employers

Reporting vacant jobs – employers' database – PES portal

Employers will be able to report their vacancies more simply. This involves a reduction of mandatory information supplied in relation to vacancies and a possibility for recycling basic information about the employer and about labour demand. The reporting options have been extended as in addition to the currently used personal contacts, phone calls, postal communication and fax messages, such reports can now be made through the Internet, too.

When reporting a vacancy, the employer may chose whether to publish the vacancy on the Internet, or requests also an inter-mediation service from PES. When a vacancy is reported, it appears on the Internet and in the inter-mediation system, too – preferably on the same day. Reported vacancies are moderated before publishing them on the Internet. Moderation in local offices is the best solution.

Strengthening daily relations

In general, PES can strengthen its regular contact with employers in several ways: visits in companies (main priority), cooperation agreements, more frequent telephone calls and supplementary electronic relations.

Reports on employers' quarterly labour market plan and service requirements

In future, PES will illustrate the quarterly labour market plan and service requirements of employers with the quarterly labour market reports, and presentation of requirements of major employers with frequent workforce requirements. The quarterly survey aims at detecting the employers' short term (3 month) and long-term (12 month) need for labour. Employers are selected mainly from small and medium-sized enterprises. This survey cannot substitute the present short-term labour market projection, which is very important for a large number of cooperation partners. However, there is need for establishing an active, fast and effective information channel that provides information on the local and regional demand and supply. Furthermore the PES has to identify the employers' assessment of the PES's services through regularly conducted surveys.

Search in the CV database – inter-mediation services

Using this device, employers can have access to the CV-s included in the national database.

In other words, PES provides databases for the demand and supply sides, with the help of which job inter-mediation can be conducted without using the resources of PES staff. On the other hand, PES must also be prepared for providing personal services as required.

Labour market information

As part of the developed labour market information system, employers can have online access to labour market information concerning local and regional conditions, such as for example, results of the latest quarterly workforce report.

For PES employees

Profiling

In order to utilise its human resources in the most effective way, PES will introduce an individual method for identifying chances of unemployed customers in the labour market. This method is called profiling.

Individual action plan / cooperation agreement

The ultimate objective is that all unemployed customers should enter into a cooperation agreement with PES. This agreement sets out the objectives and tools that will take the customer back into the labour market.

In the pilot phase, a cooperation agreement can be applied for customers who do not need self-service devices, but other support from PES.

The proposed form of the cooperation agreement and evaluation form described in detail in the methodology part of this document (Chapter IV). However, it is essential to stress that the cooperation agreement template supports the already existing forms of cooperation agreements (agreements with young people at the beginning of their career, with those receiving intensive job search support and with individuals eligible for job search incentive benefit).

Databases

The national employer, CV- and vacancy database (see description below) is a new and effective tool used by the PES staff.

IT support

All PES employees must have access to the Internet, PES portal and its services through modern workstations.

Performance indicators

The labour market information system (in addition to the labour market information parts indicated above) would also provide a review of the indicators of various offices for employees and managers, subject to their authorisations

II.5   Work organisation

Detailed information on the changes necessary in the work organisation of pilot offices is contained in the methodological part (Chapter IV).

It needs to be stressed though that the responsibility for organising the work of local (pilot) offices is shared between county directors and local managers. Depending on the labour market conditions ever, several models may be used to support the new service organisation. Here are some important elements that need to be taken into account
- work organisation should support the customer flow of the pilot office,
- experienced staff should be assigned to the open information area,
- superfluous administration procedures should be reduced,
- a special employer contact unit should be organised (which could also perform other tasks in certain cases).

II.6   Human resources

The main barrier to the successful implementation of the new service model seems to be the lack of resources (staff).

On a short-term basis, the necessary resources can be provided from four sources, which can also be seen as the starting points for the internal re-allocation of staff (in relation to Section II.5).

1. Fewer unemployed would need customised services (like active measures). Major tasks: more job vacancies and promotion of mobility.
2. Job-seekers must be directed to the self-service devices (the relevant percentage ratios cannot be foreseen – hindering factors could be traditions and habits, and the fact that many job-seekers are not used to personal computers). In Denmark and Sweden, the general experience has been that job-seekers use self-service devices in a higher proportion than expected.
3. Employees serving their notice period must be encouraged to look for a job (via self-information devices) before they become unemployed and before applying for unemployment benefits. Applications for unemployment benefits imply an enormous amount of administrative work; if the number of applicants could be reduced by, for example, 15 percent, a lot of resources could be saved and re-allocated.
4. PES staff members are overloaded with administrative tasks and paper-work. The Employment Office and the Ministry for Employment Policy and Labour must make efforts in order to reduce such administrative burdens.

On a long-term basis, individual data entry and the use of self-service devices can save significant resources at the local offices of PES.

II.7   Recommendations for information area and new office environment

In accordance with the service model concept, the new office layout model puts self-information systems into the centre, and requires the creation of an open information area in which customers can move freely from registration to the first-interview desk and on to the consultant. As for the architectural design of the new office buildings, these should provide appropriate technical condi-

tions for customised and customer-friendly service. The idea is to create an office environment giving a good impression to clients, and conveying the supportive, positive attitude of PES.

The external appearance of the office building makes the first impression on clients; therefore, the entrance and the sign indicating the name of the office must be positioned aesthetically and so as to attract attention. Customer routes must be formed clearly and, if necessary, orientation signs should be provided. Special attention should be devoted to the design of the portal (facade, entrance, door, handles, information system, wind trap, lighting, etc.), so that the office building should take its well-deserved place in its town and reflect the importance of employment services for the society.

In the case of new office buildings, the conditions required for disabled access must be put in place already as the building is approached. If necessary, attempts should be made that the required number of parking spaces be provided (if possible, at least one parking space for every 20 m2) and, if necessary, bicycle stores should also be created (for at least 10 bicycles).

The information area contains the most important component of the new service model, the self-information system, and provides customers an opportunity to look for a job individually. When the labour offices are converted inside, a single large central reception area should be created in which KIOSKs can be positioned and used comfortably, with a new colour pattern, furniture and equipment that gives a good impression to customers upon their first entry to the office. This 'new entry' must suggest to job-seeker customers that the employment service provides its services for them and by them, and does its best to create a supportive environment and adequate technical conditions for that purpose. The main design objective is that customers have a good time in the offices and be interested in everything that surrounds them. The colour of the walls should be selected to create the feeling of acceptance and homeliness, inspiring clients to enthusiastic job search. The colours used in the information area should support the latter's function, i.e., active colours and adequate lighting should be used wherever active customer participation is expected. The following colours are proposed for walls: white ceiling and warm, light yellow walls. Walls should be painted with washable silky yellow paint of the shade and quality defined in the interior design, while red and reddish-brown colours, harmonising with the colour of furniture, are recommended as a supplementary colour. One or two additional strong colours (for example, warm red, or natural shades of blue) may also be recommended, for example, for painting the door, doorframe and footing. A nice information area indicates a modern approach and creates an impression that both the staff and the information are up-to-date.

Job-seekers like to have access to the desired service quickly. This is why it is very important

that the information area and the most important furniture (information desk, KIOSKs, information materials) be placed in the most easily accessible part of the building.

A friendly waiting room should be created for customer, for example, in the way of 'sitting in a bunch', creating a homely and nice atmosphere. Free access should be provided to the KIOSKs, so that the back of customer is left free and, if necessary, the office employee can stand behind him. The information area can also be used contact-keeping and for meetings (negotiation desks and chairs should also be provided). Lighting has a central role in the design of the office environment and information area. In addition to general lighting, local and individual lamps should be used for places that should be highlighted (KIOSK, information desk, information stands, shelves). Shelves presenting information must be well-lit, too. Lamps should be positioned so as to make the space look interesting, bright and friendly.

If possible, a false ceiling should be installed in the information area, if its internal height allows for it, in order to position the engineering cables, and to create adequate lighting. Lighting should be made with multiple-mirrored modern lamps, sunk in the false ceiling block. If possible, all engineering cables should be led inside the wall or be hidden (floor, false ceiling) and the necessary engineering boxes (electricity box, gas meter, electricity distributor and fire-extinguishing cupboard, etc.) should be placed aesthetically, and be painted the same colour as the wall. It is proposed to put ceramic tiles on intensively used places, while marmoleum is recommended for offices and closed environments. Whenever possible, instead of a threshold, a level separator should be used.

If doors and windows need to be replaced, it should be done on the basis of the specification prepared by the architect. Modern (flat) door planes should be used that can be assembled later and all door handles and other fixtures should be galvanised or be made of ground steel.
Low-current cabling should be led in the floor, with a floor connector, if possible (if it is not possible, parapet pipes are recommended or, for example, the information desk can be supplied with energy from an energy column hanging from the ceiling). Radiators should be up-to-date plate radiators.

With regard to the conversion of new office buildings, in comparison with the present layout of the offices, most new and progressive features relate to the information area. Efforts should be made to increase the comfort feeling of customers by selecting physical equipment matching the service function and approach embodied in the model. (For example, there should be many flowers, drinking water, reserved, calming decoration and notices in the information area.) Smoking should be allowed in a separate room.

In the information area, the positioning of the information desk requires special attention. The information desk should be placed in the centre of the information area, in a clearly visible position, helping both traffic and spatial orientation. It should be visible immediately after entry, and its positioning should convey a customer-centred philosophy. The information desk cannot be put in a separate room, it should not be a 'box' and, if possible, it should not be a round desk either.

The offices and other rooms required for the other functions of the offices may be placed in other parts of the building. When furnishing and supplying the offices occupied by the staff, a user-friendly ergonomic and practical approach should be adopted. It is very important to create an attractive office environment in accordance with the new office model functions, taking into account logical customer routes as well. Wherever possible, office walls should be made more open by installing fixed glass panels.

The interior design documentation compiled for the 21 beneficiary offices takes into account the above considerations. This documentation includes the Technical Specification of new office equipment for each individual office, together with detailed and illustrated furniture design, colour design and material plan, a proposals for the full information system, and an individual furnishing design for each of the offices.

The new office equipment will be procured in an international public procurement tender complying with the relevant Phare regulations (office furniture, information boards, decoration components, stationary items, shading technology). According to the plans, the call for tender will be issued in the first quarter of 2004 and the new office equipment can be delivered to the beneficiary offices in the second quarter of 2004.

II.8   IT support

Self-service information systems

In terms of IT systems development, the introduction of self-service-based information systems implies a novel, but not unusual challenge. In recent years, self-service information systems have become increasingly popular in Europe, and self-service may obviously be one of the most effective tools for connecting the employment information systems of various nations, and achieving transparency. As far as job brokerage is concerned, one of the most important elements of the

model is that is provides wider and more comprehensive access to information about vacancies and potential employees. Consequently, to date, the development of self-services at labour offices should be considered a routine and expected, rather than a special, process.

Self-service information systems could prove to be effective tools in activating job-seekers. The job-seeker will not have to wait to contact the intermediary: using the KIOSK applications, he can look for a job/write applications etc. immediately on the Internet. The new service model underlines the message that the job-seeker is responsible for his own situation, and is capable of changing it, too. KIOSKs provide job-seekers an opportunity for individual job search and hence increase their individual responsibility and motivation.

Another advantage of the self-service method is information provision outside the local office premises. Advanced self-service systems guarantee that everyone has access to the same service and information, irrespective of the location of the job-seeker or employer.

One of the main objectives of the development of the self-service systems is to change the work routine of intermediaries. A mediator often has to maintain relations with many job-seekers, and a major part of their meetings is taken up by routine administration. With a comprehensive self-service system, the job-seeker can do part of the data entry work himself prior to meeting the mediator. This way the mediator can spend more time on counselling or discussion.

Furthermore, self-information systems are the easiest way to provide Internet access to customers at the offices. The importance and spread of self-service information systems is increasing at an accelerating pace. KIOSKs, work-stations with public access, should be made available to the public as extensively as possible, and they can be installed also at locations where they are available outside working hours, too (library, supermarket, city centre, etc.)

IT infrastructure

In order to provide IT support for the new service model, an international public procurement tender will be organised to purchase servers, routers and work-stations for the staff, and touch-screen indoor and outdoor standing and indoor sitting KIOSKs will be procured to establish the technical conditions of self-information.

With the help of the 30 sitting KIOSKs given by the Swedish employment service to the selected Hungarian labour offices as a present, the design of software required for the application of the new service devices has begun. By the end of the Phare Project, at least 3 sitting and 1 standing KIOSKs will be installed at each of the 21 beneficiary offices, and, as an experiment, an outdoor

KIOSK will also be placed in six settlements.

In accordance with the professional contents of the service model, software development required for the operation of KIOSKs and the Labour Market Information System has begun and the procurement of the e-learning framework system in the form of service purchase is also underway.

Establishment of the IT background system for the new service model

The establishment of the IT background system involves the installation of IT devices necessary for technical work (servers, workstations, printers, etc.), and the deployment of a communication network for the operation of the devices, conforming to the applicable technical regulations and satisfying the technical requirements, including those ensuring the protection/safe operation of the devices concerned.

Conditions required for the installation and protection of IT devices.

Installation and operation of servers

Servers must be operated in what is declared a closed server room (premises), reserved for authorised personnel. In offices where no server room can be established, servers should be positioned far from customers, with the highest possible protection in order to prevent unauthorised access.

Operation of servers and IT devices

The electricity network should satisfy the requirements specified under the effective MSZ 1600 series standards. In order to ensure continuous operation, the electricity supply to servers requires a separate branch in the electricity system, as well as a local uninterrupted power supply.
Excess voltage and lightning protection should meet the requirements applicable to communal residential buildings.

The ambient temperature (15–30 C° as a guiding principle) and moisture content defined by the manufacturer must be guaranteed. The necessary ambient temperature and moisture content must be guaranteed by air-conditioning in the premises.

Protection against theft and damages, fire protection

The rooms containing servers and central network distributors must be equipped with an electronic alarm system, and smoke and movement detectors. If this is not possible, protection must be provided in the form of a manual fire extinguisher satisfying the requirements of the MSZ 1040/1-5 or MSZ EN3 standard, kept by the entrance door, or at a suitable, easily accessible point of the room. The room itself must have a security lock, approved by MABISZ and the Police, and keys must be managed in accordance with the applicable regulations.

Requirements applicable to the deployment of the communication network

For the establishment of the communication network, an endpoint distribution plan indicating cable routes, too, should be prepared for the connectors supplying electricity to the IT devices and telephone sets, and for the IT network. Reserve endpoints should also be installed anticipating potential expansion.

The discreet elements of the network (distribution cupboard, routers, modem, etc.) must be installed in a lockable room where temperature necessary for safe operation can be guaranteed.

During the selection of active components of the network, CISCO series should be given preference, because this type is intended to be used throughout the organisation. The transmission speed of active components must be either 10/100 Mbit/s, or 100 Mbit/s, according to the best option.

Regarding passive elements of the network, communication cables should be led in cable channels equipped with a plastic protection layer, at the greatest possible height allowed locally. The network should be formed using a structured cable system (UTP, FTP, S-FTP), with at least Cat5e, or higher-category endpoints.

Implementation should be in line with ISO/IEC 11801, and the EN50173 and MSZ 172 standards. Simultaneously with the deployment of the communication network, the telephone network should also be integrated, and the telephone exchange should be placed in the server room.

When the network is built, connection elements (endpoint connection elements, patch panels, sorting units, etc.) should be put at the connection points of the cable system, with a potential space for labels. In case of expansion, the marks to be put on the labels should form a standard marking system matching the marking system of the existing network components.

The network must be manageable, and devices must be flexibly expandable. Contractors must assume at least a 3-year guarantee for cabling materials, work completed, and active devices.

Within the framework of technical acceptance of the network, the final network topology documentation and measuring record shall be attached to the official acceptance record.

The bandwidths between the local office network and the county network should be minimum 512 kbit/sec.

II.9   Labour market information system, indicators and quality development

In order to measure the quality of the new service model and what qualifies as positive outcome or good performance, first of all these concepts must be defined and then quantitative indicators be developed to measure them. Once these phases have been completed, the efficiency and effectiveness of the new service model can be measured at the local offices.

In general, work organisation needs to be supported with the description of the quality features of the new services. This general quality description would support and form the background of the new system of indicators. Data required for the calculation of individual indicators should be uploaded into the statistical database simultaneously with the monthly statistical closing, either by modifying the current statistical programs, or by developing specific programs for these purposes.

In order to calculate the indicators, data of one or several years should be taken into account from monthly files, in accordance with the statistics. All indicators need to be calculated at local, county (in Capital) level and at national level. The indicators relate to the targets ever, and provide data for the achievement of the targeted objectives.

New indicators
- The employment service must maintain relations with at least X% of employers.
- Compared to previous year, the number of reported jobs must increase by X%.
- Compared to the previous year, the number of placements must increase by X%.
- The ratio of customers involved in training must be X% of the number of recorded customers.
- The number of persons figuring in the unemployed register 90 days after the completion of a training course cannot be higher than X% of the total number of those having completed the course.
- The number of the long-term unemployed cannot be higher than X.
- The number of placed employees with reduced working capabilities must attain X.

In addition to general quality development (within the framework of the pilot programme), a quality pilot was launched in seven offices. During the pilot phase, these offices will operate with self-evaluation and quality development according to the CAF-model (a version of the European Business Excellence model adapted, specifically, to the public sector).

In order to prepare for this work, office heads, quality development team leaders and quality executives took part in a three-day basic quality theory and methodology training course in November 2003, and a five-day change management training course was organised for office heads. By the time of the commencement of the relevant office work, the component management had finalised the implementation steps, and had decided on the application of a Common Assessment Framework (CAF).

The quality management system including self-evaluation according to CAF consists of the following elements
- evaluation of the baseline situation of the organisation;
- definition of quality policy, mission, values, vision, strategy;
- partner identification, needs assessment;
- setting quality targets;
- compilation of quality development plans;
- implementation of plans;
- measurement and analysis of results;
- compilation of regulations;
- self-evaluation of the organisation – CAF;
- benchmarking;

Areas of self-evaluation: endowments, work processes, change management and results/outputs.

The introduction of a quality management system is expected to yield the following results at local offices:
- Partner-centred operation, including the regular needs assessment and satisfaction measurement of external and internal partners.
- Development of a management-oriented leadership, devoted to quality, applying the right methodology;
- Organisational operation characterised by planned and efficient resources allocations.
- Integration of the organisation into the European public administration system through benchmarking.

II.10   Information and communication (Public Relations)

The principles, approach and instruments of the new service model, conveying a new attitude and new messages to all PES customers, demand the brush-up and modernisation of the external and internal communication of the organisation as well.

PES needs to develop and implement a marketing and communication strategy that encourages the individual responsibility of customers as well as enhancing the customer focus and service dimensions of PES, conforming to the EU Guidelines, trends and standards.

During the establishment of the new office model and the information areas, efforts should be made to convey the following main messages in the context of internal communication:
- Trust the individual job-finding capability of customers and strengthen their individual responsibility.
- Treat customers not as a single group, but as co-operating partners in need of individual services.
- Stress the opportunities offered by electronic services, programmes, information systems and the Internet.
- Design the local office environment so as to enhance the feeling of calm, concentrated individual work in staff and customers alike, instead of the often unpleasant impressions involved in office administration.

For the purposes of external communication, the new service model has the following main messages:
- PES is a co-operating partner and service provider – dealing with the individual needs of customers.
- The main customer groups of PES are the following
    - job-seekers,
    - employers,
    - labour market partners of the organisation.
- The PES local office ensures services for customers.
- The main objective of the PES is to facilitate the meeting of the supply and the demand side of the labour market.
- The PES is using modern IT tools to support and underline the service concept.

The success of the implementation of the new service model will greatly depend on the quality of PES marketing and communication activities in the next few years. Conveying a single image is a

key issue (PES image manual) in terms of the interior design of office buildings, the external and internal information systems, and all decisive image elements (logo, Internet Portal, leaflets, posters, appearance of employees, etc.).

The definition of the new PES image should emphasise a service-oriented approach for the whole organisation and, in accordance with the requirements of a modern society, ever more space should be allocated to external and internal communication underlying customised programmes, individual treatment and customer-focused operation at PES.

Labour centre managers will be responsible for strengthening the commitment of managers and staff of model offices, and of all other offices, regarding the implementation and effective application of the new office model.

Managers of the Ministry of Employment Policy and Labour and the Employment Office and all labour centre directors and office managers will be responsible for communicating the advantages and positive features of the new model to the public.

III. THE PILOT PERIOD

III.1 Introductory remarks

The pilot period had to be delayed (slightly) and extended compared to the original work schedule specified under the basic agreement, due to the failure to finalize tenders in accordance with the original schedule and the fact that, consequently, the hardware and software (required for the full implementation of the model) could not be supplied by the original deadline.

New schedule of the pilot period
Phase 1: 1 February 2004 – 31 August 2004
Phase 2: 1 September 2004 – 30 June 2005.

In other words, the service model will be implemented step-by-step.

III.2 Phase 1 of the Pilot

Preparation for the operational tasks[1]

Preliminary conditions of Phase 1:
- Secure and stable Internet access at the pilot offices.
- Installation of KIOSKs in all pilot offices.
- Installation of software environment in KIOSKs to provide access to the PES Portal.
- Finalised or in-progress office environment reconstruction works.
- Stable operation of the PES Portal.

Offices participating in the pilot project must prepare for using the following components of the new service model:

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[1] The detailed tasks are contained in Chapter V

- Profiling (Categorisation) – Steps 1 and 3. The statistical projection method cannot be introduced at the moment, but profiling based on personal impressions is feasible.
- Support to individual job-seeker customers to find vacancies.
- Assistance to customers in writing CV.
- More frequent contacts (visits) with employers.
- Service agreements with employers.
- Introduction of a new labour demand announcement form; job reporting via the Internet,
- Introduction of quarterly labour management reports by employers,
- Completion of office reconstruction.

For more details on Phase 1, see the methodological part (Chapter IV) and the implementation plan (Chapter V).

III.3   Phase 2 of the Pilot

Conditions envisaged for Phase 2:
- co-operation agreement with job-seekers,
- testing and installation of the hardware set,
- testing and installation of the software – based on a priority list,
- preparation of staff for using the new devices,
- launching the new work organisation system.

Subsequently, the model needs to be implemented in small steps, on the basis of the given priority.

IV. PRINCIPLES, METHODOLOGY AND TASKS OF THE NEW SERVICE MODEL

IV.1   Basic principle of the new office operation system

The new office model is in line with the Guiding Principles of the Ministry of Employment Policy and Labour and the Strategy of the Public Employment Service, and it is based on the following principles:

IV.1.1 Development of self-service devices

Customers are responsible themselves for finding solutions for their labour market situation, and should therefore make efforts to re-enter the labour market as soon as possible. Let's turn passive clients into dynamic customers.

Two instruments will be applied to support this process. On the one hand, self-service areas will be created in offices, where customers can take an active part in finding a solution to their own situation thanks to being provided access to information available to the employment service. On the other hand, in the self-service area, both printed and electronic information will be made available through shelves for displaying publications and standing and sitting KIOSKs providing access to electronic information.

IV.1.2 Increasing the number of employed persons.

One of the most important tasks of unemployment management is to increase the number of placements. In this context, PES should try to increase the number of its employer contacts, and to obtain more jobs, and make arrangements for filling them as soon as possible.

One of the explicit expectations expressed during the development of the model was that offices should try to renew their contacts with employers. In the framework of the new system of keeping in touch with employers, their quarterly labour market plans will be surveyed. On the basis of

processed survey results, PES will be able to define the labour demand of employers and to forecast prospective training demands more precisely.

Another instruments of extending services to employers is a CV database, available on the Internet, too, where employers can look for adequate employees among job-seekers without the involvement of the PES staff.

IV.1.3 Simplification of administration mechanisms

PES should simplify its administration mechanisms, to make available thereby a larger part of its more human resources capacity to service provision to customers.

In order to implement this basic principle, a system allowing vacancy reporting through the Internet will be introduced. The system involves a simplified form of vacancy reporting, with fewer data, and the establishment of the conditions allowing to report vacant jobs through the Internet. The administration procedure will be simplified on the basis of the proposals expressed by the offices, and within the limits of the effective legal regulations and the current software applications supporting the activities concerned.

IV.1.4 Attempts to prevent long-term unemployment

PES develops a profiling system to prevent long-term unemployment by classifying customers at an early stage.

With the establishment of the IT background for early profiling, customers can be classified on the basis of objective criteria, but the administrator can correct the categorisation made by a computer program on the basis of his/her personal impressions. Profiling helps employment officers conclude, during the first interview, whether the customer is capable of self-service and placement on his own, or whether he/she is in a disadvantaged position, and hence they can allocate more of their time to the latter. In order to implement this conception, decision-making concerning active measure support is assigned to the competence of the mediator. A program needs to be developed and applied to monitor the funding/registration of support schemes and hence the relevant budget allocations broken down by individual administrators.

IV.1.5 Introduction of customised services to customers

PES uses co-operation agreements in order to provide customised customer support.

On the basis of the provisions of the co-operation agreement, customers will be provided services and support to promote their placement. The introduction of co-operation agreements will strengthen expectations associated with the customer's active participation in finding a solution to his/her own situation by indicating the customer activities required to solve the situation as part of the agreement.

IV.1.6 Fast and professional reaction to labour market requirements

PES shall do its best to learn as much as possible about the labour market in order to be able to react to its challenges.

The most important instrument related to the assertion of principle is the quarterly labour market report and the labour market report drawing conclusions from it. In order to develop information supply to employers, the results of the quarterly labour market plan surveys will be made public: processed results will be sent, upon request, directly to the employers concerned and be displayed on the Internet.

IV.1.7 Rationalisation of the work organisation of offices

An Office Schedule Program will be introduced at the offices to satisfy new requirements. The program will give appointments to customers and make the work of office administrators (mediators, counsellors, employees working on authority tasks) more effective.

This involves the introduction/application of a new application making scheduled appointments with customers transparent for all staff members. Appointments negotiated on this basis will put an end to queuing and long waiting times.

IV.1.8 Organisational transformation of the offices

The office organisation structure should match the above principles of service provision (information supply, inter-mediation, counselling, authority tasks).

Depending on the headcount of the office, it is proposed that certain functions be assigned to teams. Multi-dimensional tasks implied by individual functions are best co-ordinated and fulfilled in this form. Dealing with customers throughout the day requires continuous concentration, which is almost impossible for a mediator. It is proposed rotate activities to reduce the workload on mediators. All tasks performed in information are (information supply, technical assistance) could also be performed by the mediator team.

IV.2   Methodology
IV.2.1 Self-service information system
IV.2.1.1 Objective of the self-service information system

To provide independently accessible updated information as well as information tools to PES customers (job-seekers, employers and other interested parties).

IV.2.1.2 Self-service information tools

Information systems and services – including information desks, sitting, standing and outdoor KIOSKs, and printed information leaflets – providing customers individual access to the information they need are located in the information area.

Information desk

The information desk is located in the centre of the information area. The office employee working at the desk is the first administrator that a customer will meet. Customer orientation takes place at the information desk. Job-seekers capable of proceeding on their own are directed to the self-service information area; customers requiring other support measures are sent to the competent administrators using the Scheduling Program. Documents requiring no immediate action can be filled in and submitted at the desk.

Standing KIOSKs

A standing KIOSK is ideal for quick job- or training search, and for serving customers seeking such information. No preliminary training is required for its use. Navigation between jobs and training opportunities is supported with a touch-screen.

Such KIOSKs typically have large buttons, and display data on one screen. The job-seeker reaches the requested job or training offer list at the end of a short series of questions. In order to proceed, one of the answers popping up on the screen must be selected. At the end of the question series, there is a review list.

The list contains the search results. In the case of jobs, the list contains the job definition, offered wages and the location of the workplace (town). Selecting the job definition, details of the vacant job will be displayed. In the case of training opportunities, the list contains the definition of the training programme, its initial date, price, method of cost reimbursement, name and address of the training institution. Selecting the training definition, details of the training course can be viewed. The screen containing the detailed description contains a pictogram, with the help of which the data of the job or a training offer can be printed out. This search involves vacant jobs, and training opportunities accepted and recommended by county labour centres.

Sitting KIOSKs

Sitting terminals are equipped with a keyboard and a mouse. Customers can spend more time sitting by a terminal, collecting information, and entering data. Using the sitting KIOSK, all information can be accessed that is available on the PES Portal. Of course, such information is also accessible from any Internet connection.

Outdoor KIOSKs

Outdoor KIOSKs will be installed at six pilot offices. Their purpose is to make information available to customers outside office hours, 24 hours a day. During the development project, further outdoor KIOSKs will be installed in one or several busy points of the settlement concerned, should that be required. Their use is identical to that of the indoor KIOSKs.

Printed materials

Customers are also assisted in gathering information by paper-based information media (publications, leaflets). Printed information should be displayed on shelves, in a transparent system. Printed materials should be made available for studying in the office, as well as for collection. The documents describing PES services and support should be designed according to the standard image of the service. The shelves should contain all printed materials (leaflets, fliers, information brochures and other presentation materials) prepared for customers by employers, training institutions, NGOs and the office.

IV.2.1.3 Self-information services

Among the services to be introduced in the context of the new service model, CV writing and job reporting on the Internet, through the PES Portal, have a priority function.

CV-writing on the Internet

In accordance with the basic concept of the service model, CV-writing and registration through the Internet provides an opportunity for job-seekers to change from passive job-seekers into dynamic customers assuming responsibility for and active involvement in shaping their own career.

Consequently, the PES staff should be involved in and, to the extent it is necessary assist, the process in which customers register their own data using a CV programme on the Internet, and that they should specify their own technical profile, conforming to their personal ideas and needs, when writing their own CV.

Curriculum vitae (CV)

The CV is a document to be prepared on the basis of the data fields of a CV template, available on the Internet, containing the job-seeker's voluntarily provided data in order to find a job in the labour market (personal data, qualifications, professional experience, professional skills, personal skills, strengths, etc).

Purpose of writing a CV

For employers
-   Information provision on the job-search-related data of job-seekers;
-   asier selection of employees satisfying the employer's labour market requirements;
-   promotion of the establishment of direct contact with job-seekers.

For job-seekers
-   Systematic publication of job search data;
-   promotion of the establishment of direct contact with the employer, and hence improvement of the placement chances.

The CV-writing process

1. The job seeker's decision
   The first step of the CV-writing process is for the job-seeker to express his voluntary intention and willingness to be involved in writing a CV and putting it on the Internet.

2. Registration in PES Portal
   Only users registered on the PES Portal can prepare a CV. With registration, the job-seeker will become a member of the information system (with a registration number); he makes a declaration of his voluntary contribution and assumes responsibility for the authenticity of data contained in the CV.

3. Writing a CV
   The job-seeker enters his job search data individually through the Internet. If necessary, the PES information employee provides assistance in filling in the various data fields. After the completion of the CV, the moderator reviews it, making sure that no discriminative statements, or statements violating good taste be included in it, before the CV is put on the Internet.
   One job-seeker can record one CV.
   The CV structure is as follows
   -   personal data,
   -   professional profile(s),

- personal competencies, strengths.

In the CV, some of the data are mandatory data (name, home address), while others may be supplied voluntarily (for example, mobile telephone number). This distinction is indicated in the data fields being filled in automatically.

The job-seeker can register several profiles in his CV. For example, he can prepare a professional profile for a commercial company, and another one for a production company. This way, he may specify several qualifications and decide which pieces of information to include in particular professional profiles.

A CV should only be prepared if the job-seeker is available for contact, and agrees to regularly check the replies, i.e.

- He reveals his availability somehow (name, address, telephone, fax, (mobile) telephone number suitable for sending a text message, etc.)
- He has Internet access or an e-mail address (at home, with a friend, telehouse, through the office, etc.), or
- He agrees to regularly check the messages sent to him in his electronic mailbox.
  PES employees are not responsible for passing on messages sent from employers directly to the job-seeker.

4. Placing a CV on the Internet

After the CV is completed, the moderator reviews it and makes sure that it does not contain any discriminatory statements or statements violating good taste before it is put on the Internet. If the CV does not contain such information, it is placed on the PES Portal, and the job-seeker is informed about it.

5. Maintenance, update, validity and deletion of CVs

The job-seeker can modify his data any time (by logging in with his own registration number). After the job search is finished (for example: placement, new job found), the job-seeker may cancel (invalidate) his CV. If he does not cancel it, it is involved in the search as long as its validity period lasts. An invalidated CV can be re-validated if the situation of the job-seeker changes and he intends to actively look for a job again. Modification, invalidation and re-validation options in relation to a CV exist as long as the job-seeker or a PES employee does not delete the CV from the database. Three months after the last validity deadline, CVs will automatically be deleted from the system. After that date, the CV is no longer available in the system, there-

fore it cannot be modified or validated any more. After this date, a new CV has to be entered into the system.

When CV-writing on the Internet is introduced, PES staff members should provide individual or group consultation for job-seekers who are not familiar with the new technology. (Flowchart No. 1: CV writing.)

Reporting vacancies on the Internet

One of the priority objectives of PES is to increase its market share in labour exchange. This requires a significant improvement of both the quality and quantity of identified vacancies. In accordance with the concept of the new service model, the aim is to encourage a result-oriented and practical way of labour demand registration. This approach is reflected in the new Labour demand reporting form (Annex No. 2), which provides a new reporting channel by offering registration via the Internet.

Purpose of reporting vacancies on the Internet

Easier way of reporting vacancies for employers
  - simplified data supply obligation,
  - reduction of the minimum amount of data to be supplied,
  - extension and simplification of reporting methods (Internet, telephone, fax, etc.),
  - encouragement of communication through the Internet.

Identification and disclosure of the largest possible number of vacancies for job-seekers
  - publication of vacancies on the Internet on the first day of their validity,
  - continuous encouragement of reporting vacancies, to identify as many vacancies as possible,
  - fast information supply about jobs reported by employers,

Promotion of direct contact between employers and job-seekers, improvement of placement chances, satisfaction of labour demand as soon as possible.

The process of reporting vacancies on the Internet

Vacancies can be reported on the Internet using the new Vacancy Form (Flowchart No. 2: Reporting vacancies on the Internet.) There is a connection between the data fields of the vacancy form and the CV, respectively.

1. Employer's decision

   The first step in the process of reporting vacancies is for the employer to express his compulsory and voluntary intention to participate in reporting his vacancies and publishing them on the Internet.

2. Registration on the PES Portal

   Only users/employers registered on the PES Portal can fill in a vacancy form. As a result of registration, the employer will become a member of the information system (with a registration number), will assume responsibility for the authenticity of data specified by him, and can report vacancies, modify his own data, or delete the vacancy.

3. Filling in a vacancy form, reporting a vacancy

   Using the vacancy form, the employer can record the data of his vacant job individually through the Internet. One form can only be used for registering data concerning one job. The employer sends the vacancy form to the office through the Internet/e-mail.

4. Data verification

   The office moderator verifies the data specified by the employer before entering the vacant job into the registration system of vacancies. Vacancies reported by employers are displayed on the PES Portal on the first day following their acceptance. Labour offices must create the conditions necessary for fast data verification and display.

5. Maintenance, update, validity and deletion of vacancy data

   The employer may modify the registered data (with his own registration number after logging in on the PES Portal).

   The vacancies can be deleted after the vacant job has been filled. If data are not deleted or invalidated, the job bank will contain the vacancy as long as its validity period lasts. This validity is the date specified by the employer, but it cannot be more than 60 days.

The information included in the job bank is available to all users and PES staff members. Vacancy data are linked to CV data (in terms of field and code, etc.).

When vacancy reporting through the Internet is introduced as a new method, individual or group consultation should be offered to corporate customers wishing to familiarise themselves with the new technology.

Search and contact opportunities

All users can conduct a search in both the CV Database and the Job Bank, and can initiate direct contact on the basis of the search result.

Employer
- The employer can indicate those criteria among the data of its vacancies (for example, educational attainment, vocational qualification) that the prospective employee is expected to meet, and can search CVs meeting his requirements accordingly.
- However, an employer can also conduct a search in the CV database, irrespective of reporting a vacancy, using any search criteria.
- On the basis of the selected CVs, an employer can initiate direct contact, or may print out the acceptable CVs for further analysis, filtering, etc.
- The employer is responsible for monitoring replies, and maintaining contact with the writers of the CVs.
- The employer can attach a letter to the selected CV, in which he may send a notice to the address indicated by the job-seeker (for example, e-mail address of the job-seeker). If the employer finds several acceptable CVs, he may send a group e-mail, initiating contact with several job-seekers at the same time.
- The employer may save the search conditions and request automatic notification to a given e-mail address, if a CV satisfying the said search criteria is entered into the CV database.

Employee
- In the CV, the employee can identify the criteria (educational attainment, vocational qualification, etc.) on the basis of which he would like to find a job, and conduct searches in the job database on the basis of the same criteria. If he then finds a potential job on the basis of the specified criteria, he may attach a reply form to it, including a notice to the address specified by the employer (for example, employer's e-mail address), and send his CV to the employer imme-

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diately through the Internet with an accompanying letter (the so-called motivation letter).

- Employees may save the search criteria and request automatic notification to an e-mail address specified by him if a job is entered into the job database that satisfies his requirements.
- The employee is responsible for monitoring replies and establishing contact with the employer if he finds an adequate vacancy.

Full self-service information system

The service model focuses on the development of self-service information systems supported by the Internet. The complete self-service information system will provide access to the following services for all PES customers (job-seekers, employers, other co-operation partners, PES staff) through the PES Portal:

- individual data entry by new customers
- vacancy announcement on the Internet and entry of vacancies in the Job Bank
- CV-writing on the Internet, and entry of the CV in the CV database
- information systems and search features accessible through the PES Portal
- job search
- CV search
- training search
- support systems
- information systems
  - PES services (job brokerage, registration possibilities, counselling, placement of human resources, catalogues etc.)
  - employer's data
  - operation of provisions and the provision system
  - national, county and local labour market programmes
  - description of occupations and health requirements for individual jobs
  - procedures for issuing work permits
  - administration procedures of the civic service
  - employment with TEB (the Temporary Employment Booklet), employment options
  - actual application options
  - labour market information and statistics
  - labour market status review, other unemployment-related indictors

- labour market projections, forecasts and surveys
- PES activities and organisation, organisational unit
- portals of employment centres
- publications, events
- frequent questions and answers
- printing options of forms and documents.

Other information on the Internet

General information and search options
- Job search (www.allas.lap.hu),
- training search (www.felnottkepzes.lap.hu).

Information systems
- Contents of training programmes and jobs to be filled with the relevant qualification (www.om.hu),
- career description shorts on occupations (www.npk.hu),
- streamline secondary and tertiary education (www.npk.hu).

Other services
- Job search techniques accessible in printed and electronic format,
- career guidance information (results of career guidance projects, e.g. epalya.hu),
- occupations based on particular qualifications,
- course publishing option for training institutions, announcement of training courses,
- catalogue of licensed private labour exchange/workforce placement organisations.

IV.2.1.4 Preliminary conditions for the operation of the self-service information system

One of the key factors for the success of the new service model is the effective operation of the Internet-based information system and especially the CV and Job Databases. In order to introduce the system, the following conditions shall be met:

- Harmonisation of the new code and data structure with the presently used data structure of PES.
- Review and modernisation of the present code system.
- Direct link between the data fields of vacancies and CVs in order to create search options.
- Operation of a central employers' database.
- Establishment of the necessary technical infrastructure and conditions (hardware, servers, ad quate bandwidth, etc.).
- Introduction of a new Vacancy Form (amendment of the relevant decree).
- Stable operation of the PES Portal.

The Implementation Plan (Chapter V) describes the above tasks in more detail. The various components of the new service model will be introduced gradually, subject to the availability of the relevant preconditions.

IV.2.2 Short-term Labour Management Report

It is essential for the placement function of PES to know the headcount management plans for the following quarter of employers in the sphere of attraction of a given labour office. This information can be obtained by carrying out a short functional survey. In addition to the well-known labour market forecasts, in order to supplement these, the quarterly short-term staffing survey will address primarily small and medium-size employers not involved in data collection for the labour market forecast.

IV.2.2.1 Objective of the Short-term Labour Management Report

The Short-term Labour Management Report collects fast and up-to-date information on the headcount management (staffing) plans of employers at local and county levels on a quarterly basis, as well as promoting the successful identification/disclosure of vacancies.

IV.2.2.2 The Short-term Labour Management Report process

Distribution of labour Management Form:

The Labour management data form (Annex No. 3) covers quarterly periods. The data form is made

available in electronic format on the Internet on the first day of the quarter. Employers with electronic access shall be notified of its display on the Internet. The form will be sent by post to employers without Internet access. One employer will receive one form.

Filling in the Labour management data form on the Internet

TheLabour management data form is limited to essential basic information. It takes no more than ten minutes to fill it in, especially for employers with less than 100 staff.

The Labour management data form covers quarterly periods, so the filling-in date is very important, because speed is one of the strengths of this type of survey. Employers return the form to the office electronically or (if they have no e-mail access) by post. The forms must be filled in within the first two weeks following the end of the previous quarter. The employer must log in onto the PES Portal and enter his username and registration number/password.

The form consists of four question groups.

1. Current headcount data

   The first question group queries the headcount data of the employer and it is self-explanatory.

2. Jobs

   The second set of questions relates to occupations/job positions filled or subject to staff reduction. Job positions can be identified from a pop-up menu to simplify the process.

3. Headcount changes expected in the following quarter

   The third set of questions relates to the headcount figures of employees expected to be hired or laid off in the following quarter. Search is again supported by a pull-down menu. The mathematical data of the form are subject to automatic control. If data cannot be reconciled, the program sends an error message.

4. Required services

   The fourth set of questions relates to regular services offered by the labour office and the county labour centre. Employers will indicate any employment services requested by them under this set of questions. Such information is essential for administrators responsible for enterprise contacts.

Returning the Labour management data form by post; processing

The labour office will process the form returned by the employer by the end of the first month of the quarter (within two weeks' time), so that local and county projections can be completed by the end of the month.

Processed headcount data allow to monitor the employment figures of employers operating in individual regions and to make comparisons relative to the previous quarter.

The quarter-end headcount figure reflects the intention of the given employer to increase, keep level or cut staff. It also indicates the estimated level of employment at the end of the subsequent quarter. Headcount figures projected in 12 months' time are indicative of long-term plans, and reflect the employer's own view of his position in the given labour market. Recruitment figures referring to the previous period indicate staff fluctuations, and provide a good reference base for comparing actual and plan figures at the time of the next quarterly survey.

Answers to the questions focusing on job positions indicate labour shortage or surplus by job position. The relevant data allow to make inferences concerning the prospective demand for unemployed labour in a particular job position, and show the estimated surplus in particular jobs in case of redundancies.

Requested services indicated by employers help the labour office and the labour centre adjust their quarterly activities to the requirements ever of employers.

Preparation of the Short-term Labour Management Report

Short-term quarterly labour management reports are prepared by the county labour centres after the evaluation of the above surveys and they are communicated to the Employment Office, too. The structure of the report is based on data collected by office district, showing expected major changes/trends by district.

Structure of the Short-term Labour Management Report:

1. Projection of county-level labour market developments:
   - Facts derived from the figures of the previous three months.
   - Presentation of the actual situation.
   - Expected trends of the subsequent three months.

- Trends expected in 12 months' time.
- Activities of the labour centre over the previous three months to achieve the set targets.
- Aggregate data for shortage occupations.
- Aggregate data for surplus occupations.
- Major county objectives for the following quarter.

2. Office-level reports
- Facts derived from the figures of the previous three months.
- Presentation of the actual situation.
- Expected trends of the subsequent three months.
- Trends expected in 12 months' time.
- Activities of the labour office over the previous three months to achieve the set targets.
- Aggregate data for shortage occupations.
- Aggregate data for surplus occupations.
- Major office objectives for the following quarter.

The County Labour Council must also be regularly informed of the contents of the Short-term Labour Management Report.

IV.2.3 Profiling: The Method
IV.2.3.1 The objective of profiling

Profiling (categorisation) is a method facilitating the early identification of individuals who will probably not be able to find a job even after six months. The profiling system is based on the assumption that it is possible to identify by statistical methods characteristic features implying that a given person runs a very high risk of becoming long-term unemployed.

IV.2.3.2 Profiling tools

In the new service model, profiling consists of the following three steps:
1. Registration and review of the data of the unemployed customer. This review gives the first indication of whether the customer has a chance of finding a job on the primary labour market.
2. Statistical probability model comparing individual data to data on the long-term unemployed

(adjusted to the local labour market conditions ever). This statistical model will predict whether there is a risk that the job-seeker might become long-term unemployed.

3. Dialogue between the customer and the PES staff member, extending the possibility of using statistical information. If the statistical result and the survey interview both indicate that there is a fair chance that the job-seeker can find a job within a relatively short time, he/she is passed on to the self-service system. If there is a real risk of long-term unemployment, other measures are required (within the framework of Hungarian legislation and legal regulations) in order to prevent that.

IV.2.3.3 The profiling process

In the first step of profiling, customer data are entered into the database. Possible aspects of the statistical review include the following[2]

- age,
- educational attainment,
- changed working ability,
- health limitation factors,
- sex,
- vocational qualification,
- residential address,
- experience in the desired occupation,
- reason for the difficulty in finding a job.

In the next step, the program checks the data and concludes whether the individual might become a long-term unemployed or not in the form of a message displayed on the screen.

The third step is based on the personal impression of the administrator and conditions revealed during the interview. Hence the PES employee draws the final professional conclusion concerning the job-seeker's placement chances on the basis of the profiling results, fine-tuned and modified by his/her personal impressions.

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[2] As the method is currently under development, other data may also be taken into account later on

IV.2.3.4 **Profiling categories**

On the basis of the three steps of profiling, the placement officer (mediator) divides customers into two main categories according to their estimated future support and service requirements
- clients capable of individual job search,
- clients threatened by long-term unemployment.

Clients capable of individual job search

This category contains job-seekers with realistic labour market objectives, adequate labour market values, and sufficient motivation for finding a job individually. They will use the self-service information systems to find an adequate job individually, with minimum or no PES staff assistance. Economical resources management implies that no co-operation agreement (Annex No. 4) will be concluded with job-seekers capable of looking for a job individually or requiring little assistance (unless the relevant legislation makes it mandatory).

Customers threatened by long-term unemployment

This category can be broken down into two further groups.
1. Job seekers in need of PES placement support/services to re-enter the labour market. A Co-operation Agreement will be signed with them.
2. Job-seekers without marketable working abilities, whose labour market value (if any) has depreciated significantly and who are highly unlikely to re-enter the primary labour market in the foreseeable future even with the support of PES instruments and services. Such customers will only be able to transfer to Group (a) above or to the first category over a longer period of time, as a result of special labour market services improving employability (for example, transit employment), or other alternative labour market services aimed at the elimination of their barriers of employment.

IV.2.4 **Co-operation agreements**

The co-operation agreement is a written contract concluded between the job-seeker and labour office, signed by the customer and the administrator, in which the parties set out the actions that will help the customer remain in/(re)enter the labour market.

IV.2.4.1 Objective of the co-operation agreement

Co-operation agreements concluded with customers are meant to facilitate their placement through the joint identification of the most suitable tools, support schemes, programmes, and services for that purpose, and to monitor the job-search 'path' of the customer.

IV.2.4.2 Target groups of the co-operation agreement

The target groups of co-operation agreements are registered unemployed customers agreeing to the registration of their data in order to be able to use the services, in relation to whom the barrier preventing employment can be managed with instruments within the competence of the employment service (subsidies, services), and who can be involved in the complex range of services offered by the employment service and realised with the contribution of its co-operating partners. The primary target group is that of customers registered as long-term unemployed or threatened by long-term unemployment.

Under the effective legal regulations, it is mandatory to conclude a co-operation agreement with the following
- persons registered as school-leaver unemployed, or
- persons co-operating in order to obtain intensive job-search support, or
- persons agreeing to intensive co-operation in order to be eligible to job-search incentive benefit.

IV.2.4.3 Three forms of the co-operation agreement

In accordance with the main target groups, three versions of the co-operation agreement are used.

1. General co-operation agreement
   This form is applicable to long-term unemployed customers and customers threatened by long-term unemployment, as well as unemployed school-leavers (Annex No. 4).
2. Co-operation agreement for the support of intensive job search
   This form is applicable to customers co-operating to be eligible to the intensive job-search support.
3. Co-operation agreement for the use of job-search incentive benefit

This form is applicable to customers agreeing to intensive co-operation.

Only one co-operation agreement can be concluded with one customer at one time.

IV.2.4.4 Contents of the co-operation agreements

General co-operation agreement

The general co-operation agreement contains the following pieces of information
- personal data and identifier of the customer; name and status of the administrator;
- description of the customer's situation (personal and professional profile, interests, ideas);
- plan determined during the interview with the placement officer;
- tasks defined for both parties in order to achieve the plan;
- data of the next meeting (time, place, administrator's name), date and signatures.

For customers co-operating under a general co-operation agreement, the agreement will be modified if the customer's status changes. For example, if a customer agrees to intensive co-operation after having signed a co-operation agreement, a co-operation agreement for receiving job search incentive benefit shall be concluded with him for the subsequent period.

For customers threatened by long-term unemployment, the placement officer discloses the factors preventing placement during the interview after profiling. On the basis of the said factors, the customer's profile, his placement plans, and the labour market characteristics of the labour office concerned, the placement officer offers to the customer a co-operation agreement, if the labour market support or services of the office can assist the customer in finding a job soon.

The date of the conclusion of the co-operation agreement is the date of the meeting with the placement officer when the latter concludes that the customer is unable to find a job individually, and therefore some active instrument or service has to be provided for him.

Co-operation agreements with school-leaver customers are signed at the time when they are registered as such.

Co-operation agreement concluded for the purpose of intensive job search

The information contents of this type of agreement is similar to that of the general one (personal data, customer's situation, implementation plan, date of the next meeting, etc.), but the activity

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specified under the agreement (implementation plan) is "intensive job search".

The tasks of the customer must include the manner of his participation in intensive job search, activities to be performed in order to achieve the objective, and services available to the customer to fulfil his tasks. The co-operation agreement must include the data of potential employers to be visited by the customer with the option of reimbursement of long-distance travel expenses upon request.

The co-operation agreement must be concluded before support is established.
A co-operation agreement concluded for the purpose of receiving job search incentive benefit can be concluded with customers agreeing to intensive co-operation. The contents of the agreement is regulated under MEL Decree No. 7/2003 (VI.12.).

The date of signing the co-operation agreement depends on the term of the unemployment benefits established for the customer. Consequently, the co-operation agreement can be concluded between the 90th and 180th day of the unemployment benefit allocation period.

If the job-seeker undertakes the obligations involved in the co-operation agreement, the agreement can be signed. All three agreement can be printed out after the relevant fields have been filled in. The agreement is signed by the customer and the placement officer.

Definition of objectives and activities

A co-operation agreement is suitable for identifying partial objective(s) leading to placement as the ultimate objective.

The co-operation agreement can also define work outside the scope of an employment relationship, if it can be supported with active labour market measures (e.g., self-employment).

Partial objective(s) defined in the co-operation agreement may be training or employment objectives. If the customer fails to find a job despite the achievement of such partial objectives, these should be replaced by the partial objective of involvement in subsidised employment, a justified option if the customer is to be involved in a support scheme implying the assumption of wages or wage-related contributions.

Monitoring

The placement officer and the customer evaluate the activities defined under the co-operation plan at a time determined by them jointly. During the verbal evaluation, the co-operation agreement can

be modified or extended. The co-operation agreement must be modified if the customer's status, the activities defined under the agreement, the tasks of the customer or the placement officer or the commitments of the labour office have changed. The modified version of the co-operation agreement must be printed out and signed again..

If no modification is made, the result of the joint verbal evaluation must be identified and recorded on an Evaluation Form (Annex No. 5). The Evaluation form contains the date and place of the next evaluation meeting, and the name of the administrator. The evaluation date can be identified taking into account the partial objective(s), with the exception of customers agreeing to intensive co-operation in order to receive job search incentive benefit, a scheme implying mandatory monthly evaluations. The Evaluation form must be printed out after it has been filled in, and both parties have to sign it. After signature, the customer receives one copy of the Evaluation form.

Queries

Data recorded under the co-operation agreement can be queried at any time. The system supports queries based on pre-determined criteria, but general queries can also be made.

Scheduling Program

Appointments are made with the help of a Scheduling Program. With the help of this application, any labour office administrator can give an appointment to any other office staff member. The scheduling programme also allows employees occupying specific jobs to look at the schedule of their colleagues and see when they are busy/available to customers and to enter appointments into each other's calendar, together with the name of the customer concerned by the activities in question.

When tasks are scheduled and appointments are given, the already fixed appointments of the customer should be taken into account as much as possible. Later appointments should be adjusted to the dates already indicated in previous records. A particular time given to a customer for a personal visit can be modified later, in which case the customer has to be informed that his appointment has been changed.

Analysis

Analysis makes it possible to classify activities specified under the co-operation agreement and this classification in turn is used to assign customers to groups applying for the same service or training. This way training courses and services can be organised without further delay.

The analysis function of the co-operation agreement also allows for the use of (partial) objectives and tasks defined under the co-operation agreements as a starting point for managerial decisions.

Termination of the validity of the co-operation agreement

The co-operation agreement automatically looses its validity if the unemployed is deleted from the register and the reason for the deletion is indicated. If the resolution of deleting the unemployed from the register is withdrawn, the co-operation agreements can be revalidated and updated.

If the customer fails to co-operate, the co-operation agreement can be terminated upon the administrator's request after evaluation. (An exception is a co-operation agreement concluded for receiving job search incentive benefit, governed by special rules.)

In the case of customers registered for the purpose of services, the co-operation agreement can also be terminated after evaluation, if the customer finds a job (the objective of the co-operation agreement is met), or the customer no longer intends to use the PES services.

All terminated and expired co-operation agreements are put into an electronic archives.

IV.2.5 Employer contacts

One of the most important elements of the new office model is closer co-operation with employers. Labour office work is based on contacts maintained with employers. This is what determines the ratio of jobs in the given labour market covered by the office and hence by PES overall.

IV.2.5.1 Objectives of employer contacts

In relation to employer contacts, the most intensive and effective co-operation should be developed with as many employers as possible.

IV.2.5.2 Process of contact-keeping with employers

Letter of introduction

Employers are first approached with a so-called Letter of Introduction (Annex No. 6). The letter contains a brief description of PES services, offers the possibility of co-operation with PES, outlining its prospective benefits. The letter request feedback on whether the employer would like to meet a PES staff member in person and receive information on potential forms of co-operation.

Visits to employers

Visits to new employers can be planned on the basis of their reply to the Letter of Introduction. During the first visit, the following offers can be made
- entering the employer in the database, which will be the basis/precondition of further contact-keeping;
- opportunities and advantages of participation in the short-term labour management projections;
- individual entry of vacancies into the job database of PES;
- if the employer will have a visible workforce demand within a period of one year, a potential service agreement.

During the first visit, an agreement should be reached on the frequency and method of contact, as well as the contact persons. A short memo (Annex No. 7) should be prepared on the visit.

Contact-keeping with the employer

Continuity is very important in keeping in touch with employers. A given corporate contact person is assigned to particular employers. The office head should preferably appoint a corporate contact person who understands the activities of the employer and can assist in trying to find a solution to his problems. Contact-keeping does not necessary mean personal visits; it can involve exchange of e-mail messages, the organisation of employers' meetings or phone calls. However, regular personal contact is absolutely necessary.

An IT program should be made available for planning, registering and scheduling employer contacts, in which events, requests, promises – the contents of the service agreement included – are kept up-to-date.

Service agreement

For an example of a service agreement with employers, see Annex No. 8.

The importance of the service agreement is that it sets out the framework of co-operation, and gives a clear definition of obligations for both parties. In addition, at the time of the annual evaluations, it is possible to identify all shortcomings relative to the agreement. Ideally, the service agreement is signed by the office head and the top manager of the employer, and it is also covered by the local media.

IV.2.6 Structure/main functions of the labour office
IV.2.6.1 Structure of the labour office

Labour offices operating according to the new service model shall be structured so as to meet as fully as possible the requirements of the two main customer categories: job-seekers and employers.

Expectations of job-seekers
- More and better jobs,
- shorter waiting time,
- more services,
- more and more detailed information,
- self-service information options.

Expectations of employers
- Regular information on labour market processes,
- regular contact-keeping to cover specific themes,
- extension of Internet services,
- regular information on legal regulations related to the labour market,
- regular information on services and on the labour market situation.

Main objectives of the labour offices
- To supply the highest possible amount of information,
- to renew relations with employers, and increase the number of reported vacancies,
- the highest possible satisfaction of labour demand,

- prevention of long-term unemployment,
- more effective and faster task performance.

Main functions of the labour office

1. Services
   - Information/self-information,
   - placement,
   - application of active measures,
   - contact-keeping (with job-seekers and employers),
   - counselling.

2. Authority activities
   - Provisions,
   - administration of support in the form of active measures.

Main functions of the new labour office model

- (Self-)information,
- placement (contact with employers, application of active measures),
- counselling (career guidance and orientation, employment, rehabilitation, job search consulting, psychology, training, etc.),
- benefit administration,
- administration of active measure,
- review of vacancies displayed on the Internet.

Flowchart No. 3: Labour office organisation structure.

IV.2.6.2 Job positions

Information officer

- General information supply at the information desk,
- orientation and information of customers at the KIOSKs,
- assistance to self-information,

- information provision tasks related to the CV and job databases,
- organisation of job search training activities (involving external resources, if possible).

Placement officer
- First interview (to be distinguished from the first registration of data) with job-seekers based on an appointment, categorisation (profiling),
- first mediation attempt required for the establishment of potential benefits and its documentation,
- interim interview,
- labour exchange and job brokerage,
- conclusion of co-operation agreements, promotion of their implementation, monitoring,
- co-operation with institutions and NGOs in order to solve social and other problems of customers,
- budget management (decision-making right on necessary support training, etc. in relation to the implementation of the co-operation agreement),
- contact-keeping with employers.

Tasks assigned to individual functions

The development and maintenance of a personal customer circle is an essential requirement for placement officers. Placement tasks are performed by office employees in a rotation system defined at the office. In order to perform their tasks, placement officers need exact and clear objectives and tasks, competence, resources, co-operation partners within and outside the organisation, decision-making competence, responsibility related to competence, as well as IT devices and programs supporting their work.

Contact-keeping with employers

- Contact-keeping, documentation of the relationship,
- receipt and registration of reported vacancies,
- monitoring and review of placements based on vacancy reports, encouragement of the same when necessary,
- clarification of problems related to vacancies open for 3-4 weeks, discussions with employers,
- representation and evaluation of support requests,
- integration of experiences into the elaboration of quarterly labour market situation.

As employer contacts represent one of the main pillars of the new service model, it is important that this job be assigned to capable individuals. The employer contact manager should work with the same set of employers. Contact managers should have personal work experience in the given area. The staff involved in contact-keeping with employers must be trained, and arrangements should also be made to ensure their upgrading training.

Although contact managers have a position of their own in the organisation, their tasks can also appear among the tasks of placement staff.

Vacancies published on the Internet shall be reviewed (moderated) by a staff member authorised to do so by the office head.

Counselling

Counselling-type services offered by PES to job-seekers are defined, the same as the labour market services, under ME Decree No. 30/2000. (IX. 15.) on Labour market services and support available in relation to the same:

- career guidance and orientation counselling,
- employment consultation,
- rehabilitation consultation,
- job search consultation,
- regional (employment) counselling,
- psychological counselling.

Authority tasks

- Registration of basic customer data,
- authority tasks related to provisions,
- authority tasks related to subsidies.

The registration of general information prior to registering an individual as unemployed is a new task for benefit administrators. Provision administrators may use the scheduling application to reserve a date and place at a short job search training. The new labour office model does not affect any other aspects of the provision-related functions of the office.

Application of active measures

The definition of tasks related to the application of active measures is not part of the development functions performed in the framework of the Phare Project.

IV.2.6.3 Work processes

Information

Upon entering the labour office for the first time, a new customer will go to the information desk, where the information officer describes information available in self-service, and offers the customer the possibility of self-service.

If, parallel with the individual job search, the customer wishes to be registered as unemployed and apply for benefit, administrator uses the scheduling program to send him on to the provision officer. Simultaneously, the information officer uses the scheduling application to give a first appointment to the customer for an interview with the placement officer within 30 days before the resolution establishing the unemployment benefit is adopted.

New customers can enter their personal data and information individually (or they can ask assistance an administrator working with self-service activities), using the customer service program. A menu point accessible at the sitting KIOSK opens a page through which the data entered by the customer are saved in a temporary file. The labour administrator checks and supplements the data entered by the customer into the temporary file and then transfers them to the customer service database. Consequently, registration of general data by the customer does not at that time represent registration or registration as unemployed yet.

Flowchart No. 4: Operation of the information area.

Registration of unemployed persons

Job-seeker customers may submit an application to be registered as unemployed and for unemployment benefit at the administrator responsible for provisions.

The benefit administrator takes the personal data entered individually by the customer from the temporary file and, after checking and supplementing them, the final data are entered into the data-

base of the customer service system. Hence the benefit administrator enters the general data of the customer filing an application in the Customer Service Program in order to establish the benefit.

Using the scheduling program, the benefit administrator identifies the time and place of the first interview with the customer, and offers short-term job search training.

Placement

The placement administrator performs the following tasks during the first interview (which must take place within 30 days starting from the first visit of the customer to the labour office)
- he investigates whether the job-seeker is ready for work,
- he categorises the customer using the profiling method.

Depending on the result of the first interview and the profiling results, the following steps can be taken:
- The placement officer and the customer agree as to the self-service systems to be used by the customer in the capacity of individual job-seeker by the date of the next meeting, and the form in which he will report on the results, and make a record of these (a customer will be considered an individual job-seeker for a maximum of 180 days starting from the first visit).
- If the customer is threatened by long-term unemployment, additional meetings are required and a co-operation agreement (individual action plan) has to be concluded with him. If the customer is suitable for participating in a programme, an agreement needs to be reached about the complex services in which he can participate. This also needs to be entered into the co-operation agreement.

In case of the mismatch of plan, profile and labour market demand, the placement officer sends the customer to a counsellor. As a main rule, a returning customer will be sent back to his former placement officer.

Flowchart No. 5: Placement.

Counselling:

The placement officer sends the customer to the counsellor after the first (or further) interviews using the scheduling program. Counselling covers the areas of career guidance and orientation,

employment rehabilitation and psychology. The customer is in contact with the counsellor until the end of the counselling process, i.e. until a balance is reached between the plan-profile-labour market demand components. After the successful completion of counselling, the customer is sent back to the placement officer, again with the help of the scheduling program. Counselling is documented through the counselling application.

Authority administration

Simultaneously with registration, the first data entry is made by the benefit administrator. The benefit administrator can make an appointment with a specific administrator for the first interview, using the scheduling program.

The new office model does not affect the provision functions of the labour office in any other respect.

IV.3   Further tasks of the project

In what follows, we shall summarise the outstanding tasks of the modernisation project. The summary is broken down by responsibility levels (Project Management, Employment Office, county labour centres, labour offices).

The new service model will be implemented in the following two phases
  - phase 1: February – September 2004 (parallel with the establishment of the technical conditions),
  - phase 2: October 2004 – June 2005 (in possession of the necessary equipment).

The following is a summary of tasks to be performed in the 1st pilot project phase.

IV.3.1 Tasks of the Project Management and the Component Work-groups in the 1st pilot phase

  1. Announcement of the tender for the furniture of new offices; appointment of the evaluation committee; selection of suppliers; delivery and installation of furniture and office equipment. Development of construction plans, contract with contractors, technical inspection.

Establishment of information areas and completion of conversion activities.

2. Approval of the Technical Specifications (software).

3. The new schedule must be agreed with the Ministry and Steering Committee.

4. In accordance with the approval of the new schedule, the original Twinning Coventant has to be revised.

5. Elaboration of a comprehensive operation model (this Manual).

6. Approval by the Ministry of Employment Policy and Labour.

7. Information to all parties concerned on the final contents of the service model and the implementation schedule.

8. Making available the Manual for all PES employees on the Intranet.

9. The Employment Office needs to develop new operation instructions for the following areas, involving the component workgroups as necessary:
   - Vacancy announcement.
   - Conclusion of service agreements with employers.
   - How to make sure that results of quarterly reports be reflected in the office work plans?
   - New performance indicators (and instructions on how to put less emphasis on existing indicators).
   - Co-operation agreements (individual action plans).
   - List of proposals for the simplification of actual pilot office procedures (to save time for the implementation of the service model), following the joint recommendation of professional Workgroup No. 1 and of the legal workgroup.

10. Consultation with trainers on issues raised by the previous round of employee training courses; syllabus development; upgrading training to trainers prepared for teaching the model focusing on practical training relating to the already accomplished elements of the model. Practice-oriented staff training on the basis of the pilot offices (use of self-service devices, labour notices from employers and operation of the profiling tools).

11. Monthly consultation with participants in the Phare project during the implementation phase of the new service model.

12. Design of the co-operation agreement (individual action plan) program, its testing and modification based on testing; syllabus preparation, organisation and arrangement of training; implementation (transfer), offering co-operation agreements to customers.

13. Design of the scheduling program (see IV.1.7), its testing and modification based on testing; syllabus preparation; organisation of training; training; implementation (uploading the specific data of the particular office). The scheduling program includes the contact-keeping and

counselling records, too (IV.2.6.3).

14. Completion and testing of quarterly labour market reports; modification of the program on the basis of testing; syllabus preparation; organisation of training; training; implementation; use of the program. Appointment of the co-ordinator in charge of regular reports.

15. Completion and testing of a program showing the result of categorisation based on recorded data; finalisation and implementation of the program on the basis of test results.

16. Completion of the CV program; testing; modification based on test results; syllabus develop ment for the program; CV writing; appointment of moderator; application and implementa tion of the CV program; offering CV writing to customers.

17. Design of an Internet-based job reporting program; its testing and modification on the basis of the test results; syllabus development; organisation of training; training; application and introduction of the program; offering job reports on the Internet to customers.

18. Discussions with county directors, professional deputy directors and labour office managers in smaller groups in order to co-ordinate basic recommendations and the proposed methodology.

19. Announcement of a tender for software supporting the elements of the new service model; appointment of the evaluation committee; selection of suppliers; contract with suppliers on the schedule of priority components; delivery and testing. (The delivery schedule must be prepared in accordance with priority lists, i.e. the first priority is the KIOSK framework pro gram, CV and job database, and parallel with those, an e-learning software and the LMI sys tem at a later stage.)

IV.3.2 Tasks of the Employment Office in the 1st pilot phase

1. To provide at least 512 kb/s bandwidth and Internet connection supporting data transfer at the 20 pilot offices of PES. Theoretical review of whether such bandwidth guarantees the required speed of the PES Portal/the related data transfer.

2. Continuous and safe operation of the PES Portal.

3. Regular update of information displayed on the PES Portal (for example, due to changes in leg-islation).

4. According to the current practice, new jobs are only displayed on the PES Portal in one week's time. Since this is unacceptable for employers, considering each day a loss increasing their expenses, the objective is to display vacant jobs on the PES Portal as soon as they come in.

5. It is a basic condition of renewing employer contacts that the labour offices should have a regularly updated list of addresses of employers in their district. Corporate data can be accessed at the Company Registration and Information Service of the Ministry of Justice (1055 Budapest. Kossuth L. tér 4.). It is reasonable to purchase the database and make it available to the offices.

6. Creation of separate new fields in the employer register to which queries can be sent, in order to record the e-mail address and the Internet page (if any) of the employer.

7. Standard, up-to-date, paper-based information material disseminated in the whole country, the contents of which are available in PDF format on the PES Portal, too, and can be printed out as necessary.

8. Collection and evaluation of scheduling programs currently in use, developed by the counties, and of the materials describing their operating mechanism, in order to reduce the waiting time. After the comparison of the programs, the Employment Office will define the scheduling program to be implemented temporarily at all the beneficiary offices of the first phase of the pilot stage.

9. Introduction of a new field in the customer data record of the Customer Service Program to record e-mail address and mobile telephone number of customers.

10. Modification of the Annex of Labour demand Reporting Form of ME Decree No. 30/2000. (IX.15.).

11. Regular monitoring of the implementation of the new service model and the project in the framework of directors' meetings.

12. Baseline survey of the IT infrastructure and technical conditions of the pilot offices.

13. Installation of Swedish KIOSKs and establishment of the conditions of their operation (in order to use the PES Portal effectively).

14. Testing connection opportunities to the 'government backbone'.

15. Analysis of the adaptability of the software developed for the standing KIOSKs installed in Szeged to the Swedish KIOSKs.

16. Development of an employer database, construction of a national employer database.

17. Compilation of a document on the collection and display, rules and conditions of jobs and training presented on the PES Portal; display through the Intranet.

18. Appointed staff members need to familiarise themselves with the operation, contents and structure of the PES Portal, as well as the methods of accessing certain pieces of information. In this context, a syllabus needs to be prepared about the operation of the Portal which must be made available for the employees through the Intranet.

19. Organisation of training related to the use of the necessary WINDOWS, WORD, Internet, and text recognition programs; supply of training material.

20. Training of county and Employment Office IT experts participating in the operation of the sys tem (MS WINDOWS 2003 server operation).

21. Training of county and Employment Office programmers for the new database management systems.

22. Supply of prepared subject material in the form of e-learning.

23. In the Customer Service Program, general information and placement data need to be sepa rated in order to enable the benefit administrator to initiate the authority tasks before the first interview (without the registration of placement data).

24. Development of an installation plan for new hardware items.

25. Ensuring adequate operation of server(s), routers; commitment of county directors to pur chase/rent routers in order to ensure the adequate operation of the information systems of pilot offices.

26. Central briefing on the first phase of the pilot (press release).

27. Development of a new model in the framework of the development of the profiling system for the purpose of providing a probability-based description of the risk of becoming long-term unemployed.

IV.3.3 Tasks of labour centres in the 1st pilot phase

1. To make all employees involved in data registration aware of the fact that data entered by them will be displayed in the job and training databases of PES without any further control. In addi-tion, it is necessary to regularly control the job and training fields displayed on the PES Portal in all offices of the country (to check, e.g. compliance with the data entry rules, any unidenti-fiable abbreviations, or discriminative comments, etc.).

2. In relation to the revision of employer contacts, special attention should be paid to raising the number of employer contacts; to making available, if possible, the relevant instruments (for example, company car, reimbursement of costs related to the use of own care, telephone expenses, etc.), and to giving information to employers on the new service model in advance.

3. Survey of/contact with NGOs in order to assess prospective services to be offered by the labour offices to unemployed customers in addition to the existing ones.

4. Supply of adequate counselling capacity.

5. Local-level briefing on the first phase of the pilot (harmonised with the central briefing).

6. Reallocation of the human resources of pilot offices in order to complete the first phase of the pilot period.

IV.3.4 Tasks of offices in the 1st pilot phase

1. Review of WINDOWS, WORD and Internet skills of office staff participating in the pilot. Briefing the competent Employment Office staff member on the relevant training needs. Participation in WINDOWS, WORD, Internet, and character recognition training organised for pilot office staff members.

2. Assessment of the counselling capacity required by office customers; identification of counselling capacity needs.

3. Identification of a permanent circle of employers during the preparation for functions related to employer contacts, taking into account that the contact person should preferably have first-hand experience in the given field.

4. Checking/updating employer data on the occasion of personal visits to the employer's business site or personal contact at the office; supply of missing data (for example, e-mail address, SMS numbers).

5. In the framework of contacts with employers, presentation of the quarterly labour market plan scheme; request to employers to participate in surveys to be launched later. Employers showing a willingness to contribute shall be marked in the new database field created for this purpose.

6. Each pilot office should be able to extend information provided through the self-service system by paper-based information documents prepared by the organisation (for example, presentation materials/information brochures on employers, NGOs, partner institutions, etc.).

7. Implementation of administration and new work processes on the basis of the new service model. Reallocation of office staff and measures to ensure their commitment.

8. Restructuring of the office organisation on the basis of the available components of the new service model; work process design.

9. Support to the office staff in order to use the instruments of the new service model.

10. Measures to ensure that contact persons be able to participate in training.

11. Collection of opinions, potential requests and proposals in the form of an employer satisfac

tion survey and communication of the same to the Phare Project Management.

12. Vacancies recorded by other offices should be offered in meetings with job-seekers in order to mobilise customers.

13. In order to support self-service-based access to information, jobs reported at the office should be displayed on a notice board, on partition walls, etc. depending on the conditions of the particular offices.

14. Recommendation of the continuously increasing electronic services available on the Swedish KIOSKs to job-seekers and employers.

15. Registration of customer e-mail addresses and mobile telephone numbers suitable for receiv ing text messages during meetings in the new field of the Customer Service Program, devel oped for this purpose.

V. IMPLEMENTATION PLAN

No.	Phases		Pilot p			
	Activity/month	Responsible	II.	III.	IV.	V
1.	The staff involved in data entry should be made aware that the data entered by them appear in the job and training databases of the PES Portal without control. In addition, the job and training fields appearing on the PES Portal need to be controlled continuously (e.g. have data been entered according to the rules, no abbreviations that cannot be deciphered, or comments lauding discrimination should be displayed, etc. (at all offices in the country).	CLC				
2.	In connection with renewing relations with employers we special attention should be paid to increasing the number of contacts established with employers, to provide the assets required for keeping contact (e.g. company car, refunding expenses of own cars, etc.) for informing employers about the new model in advance.	CLC				
3.	Collecting civil associations and contacting to assess what services other than, the services that offices are able to provide can be offered to unemployed customers,	CLC				
4.	Ensuring the staff concerned attends the training related to the PES Portal.	CLC				
5.	Providing consulting capacity.	CLC				
6.	Information about the first stage of the Pilot at local level (in co-ordination with central information).	CLC				
7.	Reallocation of human resources of Pilot offices to implement the first phase of the Pilot period.	CLC				
1.	The knowledge of office staff participating in the Pilot about Windows, Word and Internet.	Offices				
2.	Consulting capacities required for providing consulting to be offered to office customers must be assessed, the required consultant capacity shall be determined.	Offices				
3.	Development of constant group of employers in the course of preparing for the task of keeping contact with employers, taking into account that the contact person should preferably have experience in the given field.	Offices				
4.	In the course of keeping personal contact at the employer's site or the office, the data recorded about employers need to be verified and updated and supplemented by missing information (e.g. e-mail address, SMS numbers).	Offices				

Pilot phase I					Pilot phase II										Operation phase				
V.	V.	VI.	VII.	VIII.	IX.	X.	XI.	XII.	I.	II.	III.	IV.	V.	VI.	VII.	VIII.	IX.	X.	XI.

No.	Phases		Pilot			
	Activity/month	Responsible	II.	III.	IV.	V
5.	In the course of contacts with employers, presentation of the ideas concerning the quarterly labour market plan, and asking them to participate in the assessment to be started later. Flagging employers who indicate and intention to co-operate, in the new field developed for this purpose.	Offices				
6.	Opportunities to get informed may be expended by displaying the paper-based information materials prepared by the organisation, presentations and information materials of employers, civil societies, partner organisations in display boxes depending on the offices possibilities.	Offices				
7.	Provision of organised training on Windows, Word, Internet and caricature recognition to be attended by the staff of Pilot offices.	Offices				
8.	Based on the model, reviewing administration and work-flows. Selection of the staff to participate in implementing the model and ensuring their commitment in order to enable them to consider the challenges, tasks and opportunities stemming from their new job already in this period.	Offices				
9.	Transformation of the office structure based on the available elements of the new service model, process planning.	Offices				
10.	Technical support for profiling in order to provide customised services, and until the co-operation agreement is completed, officers should prepare co-operation plan also with customers threatened by long-term unemployment in addition to customers specified by the law based on their professional experience (in the course of the work it should be monitored about what proportion of customers will be expected to be permanently unemployed and how many of them are fit to seek jobs on their own. This information may provide assistance for determining the necessary number of KIOSKs, organising the offices work and determining the number of officers at the time when the new model will actually start up.)	Offices				
11.	Referring customers to consultants on the basis of the new service model.	Offices				
12.	Ensuring participation at training for contact persons.	Offices				
13.	Collection of opinions, requirements and proposals from employers, and forwarding them to the PHARE project personnel.	Offices				
14.	During meetings with job-seekers vacancies recorded by other offices should be offered in order to mobilise customers.	Offices				
15.	In order to display self-information possibilities the jobs reported to the office should be posted depending on the offices possibilities on bulletin boards, space dividers, etc. (The programme required for printing is available at the Labour Centre of County Csongrd	Offices				
16.	Offering electronic services available on Swedish KIOSKs, which are continuously expanded, to job-seekers and employers.	Offices				
17.	Recording the e-mail address and phone number of customers capable of receiving SMS messages during meetings, in the new field of the customer service programme created for this purpose.	Offices				

Pilot phase I					Pilot phase II										Operation phase				
V.	V.	VI.	VII.	VIII.	IX.	X.	XI.	XII.	I.	II.	III.	IV.	V.	VI.	VII.	VIII.	IX.	X.	XI.

VI. ANNEXES

Annex No.1 Participants of the PHARE Twinning project

1. The steering committee
2. Project management: Project Leaders, Co-ordinator and the PHARE Team
3. Component teams
4. MS experts

1. The steering committee:

- Gerd Elmfeldt , MS Project Leader, AMS Stockholm, Sweden
- Jens Bech Andersen, MS Junior Project Leader, AF Vejle, Denmark
- Leif Chrisitian Hansen, Senior Advisor, Ams Copenhagen, Denmark
- Dr. Judit Székely, SPO, Ministry of Employment and Labour (MEL), Budapest, Hungary
- Sándor Szarvas, CC Project Leader, National Employment Office (NEO), Budapest, Hungary
- Károly Pirisi, General Dirctor, NEO, Budapest, Hungary
- Bent Dupont, PAA, AF Viborg, Denmark
- Gábor Horváth, Representative of the Employers Organisation, MOSZ, Budapest, Hungary
- József Fehér, Representative of the Employees Organisation, MKKSZ, Budapest, Hungary
- András Bakos, Representative of the EU Delegation, Budapest, Hungary
- Gábor Rónaszéki, Director, Central Financing and Contracting Unit (CFCU), Budapest, Hungary
- Noémi Danajka, Representative of the Ministry of Employment and Labour, Budapest, Hungary

2. Project management: Project Leaders, Co-ordinator and the PHARE Team

- Gerd Elmfeldt , MS Project Leader, AMS Stockholm, Sweden
- Sándor Szarvas, CC Project Leader, NEO, Budapest, Hungary
- Bent Dupont, PAA, AF Viborg, Denmark
- Gabriella Béni, Project manager, NEO, Budapest, Hungary
- Dr. János Simkó, Project co-ordinator, NEO, Budapest, Hungary
- László Kövi, Practical co-ordinator, NEO, Budapest, Hungary
- Patricia Szebeni, PAA assistant, NEO, Budapest, Hungary

3. Component teams

Component 1

- András Vladiszavlyev, Component leader/Director, Csongrád County Labour Centre (CLC), Szeged
- Kondor Árpádné, Methodological expert, Csongrád CLC, Szeged
- Dr. Anita Zábó, Legal adviser, Csongrád CLC, Szeged
- Csuhaj Lászlóné, Main advisor, MEL, Budapest
- László Janovics, Deputy director, Baranya CLC, Pécs
- Dr. Gábor Bajka, Director adviser, Capital Labour Centre, Budapest
- János Kiss, IT expert and advisor, Csongrád CLC, Szeged

Component 2

- István Vass, Component leader/Director, Capital Labour Centre, Budapest
- Olivér Demkó, Senior advisor, NEO, Budapest
- János Csécsi, Head of department, Capital Labour Centre, Budapest
- Tatosné Takács Andrea, Deputy director, Pest CLC, Budapest

Component 3

- Éva Székely, Component leader/Deputy director, Baranya CLC, Pécs
- Vajdovics Jánosné, Head of main-department, NEO, Budapest
- Bíber Pálné, Deputy director, Jász-Nagykun-Szolnok CLC, Szolnok
- Gábor Sasvári, Head of department, Baranya CLC, Pécs
- Edit Kóbor, Head of department, Baranya CLC, Pécs
- József Czuczor, Head of department, Baranya CLC, Pécs
- Gombás Zsoltné, Leading accountant, Baranya CLC, Pécs
- Gellért Éva, Controller, Baranya CLC, Pécs
- Péter Nádor, Head of department, Baranya CLC, Pécs

Component 4

- Dr. Zsuzsa Barta, Component leader/Head of main-department, NEO, Budapest
- Margit Biermann, County director, Veszprém CLC, Veszprém
- Dr. Sándor Madarász, Manager of quality affairs, NEO, Budapest/Veszprém
- Mária Weinper, Head of department, NEO, Budapest
- Tamás Szenes, Methodology and services expert, NEO, Budapest
- Dr. János Simkó, Deputy director, NEO, Budapest

Component 5

- Dr. Sándor Madarász, Component leader/Manager of quality affairs, NEO, Budapest/Veszprém
- Dr. Zsuzsa Barta, Head of main-department, NEO, Budapest
- Leo Lőrincz, Deputy head of main-department, NEO, Budapest
- János Lengyel, Director, Pest CLC, Budapest
- Rimányiné Somogyi Szilvia, Director, Győr-Moson-Sopron CLC, Győr
- Dr. Tarrné dr. Törzsök Piroska, Director, Somogy CLC, Kaposvár

Component 6

- Tamás Szántó, Deputy director, NEO, Budapest
- Zsolt Farkas, Head of department, Békés CLC, Békéscsaba
- Szabolcs Pákozdi, Head of department, Komárom-Esztergom CLC, Tatabánya
- Erika Domonkos, Deputy director, Capital Labour Centre, Budapest
- János Kiss, IT expert and adviser, Csongrád CLC, Szeged
- József Tóth, Head of main-department, NEO, Budapest
- Imre Juhász, Head of department, NEO, Budapest

4. MS experts

- Claes-Göran Lock, Head of unit, AMS Sweden
- Christer Florman, Responsible for the monitoring and evaluation in Sweden
- Tina Meehan, Assistant principal officer, Department of Social and Family Affairs, Ireland
- Claus Nue Möller, Senior consultant, Public Employment Service, Denmark
- Joakim Josephson, Product developer, AMS Sweden
- Sven - Otto Hansen, Local office manager, AF-Vejle, Denmark
- Ghita Thiesen, Special advisor, AMS Denmark
- Catarina Antonsson, Manager of department, AMS Sweden
- Owe Maardh, Architect, AMS Sweden
- Frode Faarup, Labour market director, AF-Vejle, Denmark
- Lars-Aake Svensson, Project leader of internal training, AMS Sweden
- Annelie Haakansson, Project leader of internal training, AMS Sweden
- Agnete Svennekjaer, Senior consultant, AF Vejle, Denmark
- Svend Erik Langberg, Senior guidance officer, AF Vejle, Denmark

Annex No. 2 Labour demand reporting form

To be completed by Public Employment Service staff

Name of data and the operator: Name of officer in charge:

Report made by: ☐ phone   ☐ mail   **Valid:**   Site identifier: |___|___|___|___|___|___|

☐ personally ☐ fax ☐ e-mail   year   month day

Job identifier: |___|___|___|___|___|___|___|___|

Labour demand reporting form

To the Employer:
Please report you demand for Labour using this form or on the home page via the Internet (you have to register first). The *employer data form* containing the employer's data must be completed together with the reporting form for labour demand on the first occasion. Later, it will be enough to use the reporting form. **Sections type-set in bold** must be filled in!

Data of the employer reporting the demand for labour

Name: **Tax No.:** |___|___|___|___|___|___|___|___| – |___| – |___|___|___|

Address: Postal code: |___|___|___| City:

Street, No.:

Name of job: **FEOR** |___|___|___|___| |___|___| Required years of experience |___|___| years |___|___| months

Number of staff to be employed for the above job: |___|___|___| persons   **Expected monthly gross salary:**

Category group: ☐ unskilled auxiliary worker   ☐ unskilled worker   ☐ skilled worker |___|___|___|___|___|___| from HUF

☐ administrative staff   ☐ officer   ☐ manger

☐ executive   ☐ top executive |___|___|___|___|___|___| to HUF

Legal form of employment:

Employment (also public service, civil service, etc.)   Will there be a trial period?   Civil law contract

☐ for indefinite period   ☐ contract work   ☐ yes ☐ no   ☐ assignment

☐ for definite period   ☐ employment with TEB   ☐ contracting

Is the following expected in the job named above: Labour higher: ☐ yes ☐ no   Secondment: ☐ yes ☐ no

Official trip: ☐ yes ☐ no

Education required for filling the job:

☐ less than 8 grades of elementary school   ☐ specialised school   ☐ grammar school   ☐ elementary school

☐ skilled worker school   ☐ vocational secondary school   ☐ technical secondary school   ☐ university   ☐ college

Do you want us to mediate for the job reported above? ☐ yes ☐ no

If no placement is requested, it is important to complete only the closing block after the comment (reporting entity, date, signature, etc.).

Vocational or other qualification required for filling the job: Required experience

|___|___| years |___|___| months

|___|___| years |___|___| months

Practice, skills, knowledge required for the job (e.g. foreign language, computer skills, driving, etc):   Required experience

|___|___| years |___|___| months

|___|___| years |___|___| months

|___|___| years |___|___| months

Staff to be placed: |_|_|_| persons   **Maximum staff to be placed:** |_|_|_| persons

year month day   year month day

Beginning of placement: |_|_|_|_|_|_| **End:** |_|_|_|_|_|_|

year month day   year month day

Beginning of employment: |_|_|_|_|_|_| **End:** |_|_|_|_|_|_|

Daily duration of employment: ☐ Full time: |_| hours   ☐ Part time |_| hours

Working hours, work schedule (e.g.: permanent daytime, two shifts)

Place of work

Special requirements due to nature of the job

Special working conditions due to nature of job

Perks related to the job

Is a request for employing a foreign national expected to accompany the report on demand for labour? ☐ yes ☐ no

Further information available (e.g. name, address, phone number, e-mail address, web page address, etc.):

Comments:

Can the job reported be advertised? ☐ yes ☐ no

Name of person reporting the job: Phone number :

|_|_|_| / |_|_|_| - |_|_|_|_|

year month day

Dated: _____ |_|_|_|_|_|_| _____

Annex No. 3 Labour management data form

Labour management data form

Identifier*:_____

Name of employer:_____

Address of employer:_____

Tax No:_____

Phone: _____Fax: _____E-mail:_____

Contact person:_____

1. Current and expected staff numbers:	persons
1.1. Current staff	
1.2. Staff expected in 3 months	
1.3. Staff expected in 12 months	
1.4. Number of persons hired over the last 3 months	

2. Please list the jobs and number of employees employed (+) and dismissed (-) during the last 3 months	persons (+)	persons (-)

3. Please list the jobs and staff to be employed (+), or dismissed (-) during the next 3 months.	persons (+)	persons (-)

* When used in printed form

4. Please mark the topics (X) concerning which you require our co-operation in the future (as well).

- [ ] Placement
- [ ] Information about the unemployed
- [ ] Training in addition to work
- [ ] Temporary employment
- [ ] Wage subsidy
- [ ] Envisaged programmes
- [ ] Labour market information
- [ ] Information by newsletter
- [ ] Recruitment
- [ ] Personal meeting required
- [ ] Description of legislation
- [ ] Regulations concerning redundancy

Other proposals:_____

Date of completion*:_____

Annex No. 4 General co-operation agreement

General co-operation agreement

Name: [   ]   Placement officer's name: [   ]

Identifier: [   ]

Maiden name: _____

Mother's name:_____

Place and date of birth: _____

Address: _____

Residential address:_____

Hereinafter (status): [   ]

and the Szeged Office of the Labour Centre of County Csongrád agree as follows

Profile description:

Qualifications of the job-seeker:

Areas of interest, future plans and definition of the ultimate aim of the job-seeker:

(Partial) objective defined in the agreement:

Customer's duty:

(Partial) objective defined in the agreement:

Customer's duty:

Placement officer's duty:

Time of the next mediation/consulting meeting:

place:

Name of placement officer:

Date: ....

By signing, I agree that I have understood the contents of the co-operation agreement and received a copy of the agreement on the date written above.

_____   _____

Placement officer   Customer

Annex No. 5 Evaluation form for monitoring the co-operation agreement

Local job office: . . . .

Address: . . . .

Officer: . . . .

Filing number: . . . .

Evaluation form for monitoring the co-operation agreement

Data of the unemployed

Name: . . . .

Mother's name: . . . .

Place of birth: . . . .

Date of birth: . . . .

Residential address: . . . .

I confirm that ………[the customer]…………has met / partly met / not met the objectives agreed upon in the co-operation agreement over the period ranging form…….to……….

Justification:

On the basis of the above-written the agreement should not be / should be modified.

Date : …………………………..

_____   _____
            Officer   Client

Annex No. 6 Sample introduction letter

To the Employer:

Dear Sir,   Date …………………………..

The ……………………. Office of the Labour Centre of County………………. would like to establish co-operation with your firm.

Co-operation will affect exclusively issues related to employment. Please allow us to provide you further information
on the possible forms and contents of co-operation in person.
If you accept information, please mail us the response card enclosed or indicate you acceptance by calling
…………… .

Yuurs faithfully,

_____
Signature

Annex No. 7 Sample memorandum

Identifier:_____   Date of visit:_____

Date:_____

Memorandum about contact with employers

Name of employer: . . . .

Contact person for the employer: . . . .

Purpose of the visit:_____

_____

_____

Implementation:_____

_____

_____

Result:_____

_____

_____

Comment:_____

_____

_____

_____

signature

Annex No. 8 Service agreement

Service Agreement

Concluded between.………………………………………….(hereinafter: Employer), and the …………………Office of the Labour Centre of County…………………………………. (hereinafter: Office) under the following terms and conditions.

Date:...

The Office will provide the following services to the employer.

1. The Office will provide information concerning the number and composition of labour coinciding with the Employer's profile, broken down by school-leaver/non-school-leaver (on a quarterly basis),

2. The Office will send the quarterly labour market report electronically or by mail (underline as appropriate), and will provide access to it on the Internet,

3. The Office agrees to provide special placement service becoming the Employer's needs – on request from the Employer – (pre-selection as required),

4. On the Employer's requests the Office will provide information about the functioning of individual labour market measures,

5. The Office will provide information about the effective application opportunities,

6. The Office will provide information about the decisions of the Labour Council concerning employers.

7. Upon the Employer's request, the Office will provide labour recruitment for the purpose of seasonal employment,

8. The Office will provide information about changes in employment legislation,

9. The Office appoints officer ……………………….. to keep regular contact with the Employer,

The Employer agrees that

1. It will continuously inform the Office about its actual labour demand,

2. It will provide information about significant staff expansion prospects (exceeding 10 persons) at the employer.

3. It will keep contact with the Office concerning issues related to employment and appoints

………………………………………….. to perform this task.

4. It will participate in the quarterly labour market survey and will make available the completed data form of the survey to the Office.

The Contracting Parties hereby agree to evaluate the Service Agreement annually and determine the required amendments.

………………………………….. ……………………………………..

(Employer) (Office)

VII. FLOWCHARTS

Flowchart No. 1

Flowchart for preparing CVs

```
                                    ┌─────────────────────────────┐
                                    │   Customer wants to write CV │
                                    └─────────────────────────────┘
                                                  │
                                                  ▼
                                    ┌─────────────────────────────┐
                                    │      Registration on the     │
                                    │          PES Portal          │
                                    └─────────────────────────────┘
                                                  │
                                                  ▼
                                    ┌─────────────────────────────┐
                                    │   CV drafting, modification  │
                                    └─────────────────────────────┘
                                                  │
                                                  ▼
                                    ┌─────────────────────────────┐
    ┌───────────────────────────┐   │ Moderator verification.      │
    │ Identified employer seeks │   │ Notifying the jobseeker on   │
    │ employee. Request automaic│   │ acceptance or rejection.     │
    │ notofcation in case of an │   └─────────────────────────────┘
    │ appropriate CV.           │                 │
    └───────────────────────────┘                 ▼
    ┌───────────────────────────┐   ┌─────────────────────────────┐
    │ Job seeking based on CV,  │   │      CV on the Internet      │
    │ request automatic         │   └─────────────────────────────┘
    │ notification in case of   │                 │
    │ appropriate job.          │                 ▼
    │ Possibility for sending   │   ┌─────────────────────────────┐
    │ CV and motivation letter. │   │ CV invalidation, re-validation│
    └───────────────────────────┘   │      by customer             │
                                    └─────────────────────────────┘
                                                  │
                                                  ▼
                                    ┌─────────────────────────────┐
                                    │ CV deletion. Notifying the   │
                                    │ jobseeker by the system on   │
                                    │ the deletion.                │
                                    └─────────────────────────────┘
```

Customer wants to write CV

Registration on the PES Portal

CV drafting, modification

Moderator verification. Notifying the jobseeker on acceptance or rejection.

Identified employer seeks employee. Request automaic notofcation in case of an appropriate CV.

CV on the Internet

Job seeking based on CV, request automatic notification in case of appropriate job. Possibility for sending CV and motivation letter.

CV invalidation, re-validation by customer

CV deletion. Notifying the jobseeker by the system on the deletion.

Flowchart No. 2

Flowchart for reporting jobs via the Internet

```
┌─────────────────────────────────────────┐
│  PES Portal – Job report menu point       │
└─────────────────────────────────────────┘
              │
┌─────────────────────────────────────────┐
│  Requesting employer's identifier and password │
└─────────────────────────────────────────┘
              │
┌──────────────────────┐        ┌──────────────────────┐
│    Identification      │ ────►  │    Central Database    │
└──────────────────────┘ ◄────  └──────────────────────┘
              │
┌──────────────────────┐
│     Job offers page    │
└──────────────────────┘
       │              │                    │
┌──────────────┐ ┌──────────────┐  ┌──────────────┐
│ Reporting new job│ │ Job modification │  │  Job deletion   │
└──────────────┘ └──────────────┘  └──────────────┘
       │              │                    │
┌──────────────┐ ┌──────────────────┐ ┌──────────────────┐
│Job report Internet│ │Modification Internet│ │ Deletion Internet │
│      page        │ │       page        │ │       page        │
└──────────────┘ └──────────────────┘ └──────────────────┘
       │                    │
       │     ┌──────────────────────────────────────┐
       │     │ Deletion from the PES Portal's job database │
       │     └──────────────────────────────────────┘
       │                                 │
┌───────────────────────────────────────────────────────────┐
│ Send e-mail to the company's responsible officer and the office │
│ manager, or to the 2 e-mail addresses of the office specified by  │
│ the head of the Office.                                          │
└───────────────────────────────────────────────────────────┘
              │
┌──────────────────────┐
│  Moderation by Office  │
└──────────────────────┘
              │
┌──────────────────────┐        ┌──────────────────────┐
│ Transfer to Office database│ ──► │ D_migeny.dbf local database│
└──────────────────────┘        └──────────────────────┘
                                            │
                                 ┌──────────────────────┐
                                 │ Data upload to PES Portal │
                                 └──────────────────────┘
```

New development, method	Existing database

Flowchart No. 3

Organisational structure of the Office

```
                        ┌─────────────────┐
                        │    Customer     │
                        └─────────────────┘
                                 │
                                 ▼
        ┌──────────────────────┐     ┌──────────────────────┐
        │ Information division │ ──▶ │  Authority division  │
        └──────────────────────┘     └──────────────────────┘
                    ▲
                    ▼
        ┌──────────────────────┐
    ──▶ │  Placement division  │ ◀──
        └──────────────────────┘
                    ▲
                    ▼
        ┌──────────────────────┐
    ──▶ │ Counselling division │
        └──────────────────────┘

        ┌──────────────┐   ┌──────────────┐   ┌──────────────────┐
        │  Psychology  │   │   Employer   │   │ TEB: Temporary   │
        │Special service│  │              │   │Employee's Booklet│
        └──────────────┘   └──────────────┘   └──────────────────┘
```

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Flowchart No. 4

Operation of the information area

```
                              ┌─────────────────┐
                              │    Customer     │──────────────────┐
                              └────────┬────────┘                  │
                                       │                           │
                              ┌────────▼────────┐                  │
  ┌──────────────┐           │ Information desk,│  ┌──────────────┐│
  │  Office Head │◄──────────│                  │─►│ Standing KIOSK│◄┤
  └──────────────┘           │   Direction,     │  └──────────────┘ │
                             │                  │                   │
                             │  Appointment     │                   │
  ┌──────────────┐           │                  │  ┌──────────────┐ │
  │Staturory officer│◄───────│  Information     │─►│ Sitting KIOSK │◄┤
  └──────────────┘           │                  │  └──────────────┘ │
                             │  Assistance      │                   │
  ┌──────────────┐           │ (labour demand)  │  ┌──────────────┐ │
  │Placement officer│◄───────│    (CV)          │─►│Comments and com-│◄┤
  └──────────────┘           │  (Internet)      │  │ plaints box   │ │
                             │  (PES Portal)    │  └──────────────┘ │
  ┌──────────────┐           │                  │  ┌──────────────┐ │
  │  Consultant  │◄──────────│  Form release    │─►│   Printed     │◄┘
  └──────────────┘           └──────────────────┘  │ information   │
                                                    └──────────────┘
```

Flowchart No. 5

The placement process

```
                    ┌──────────────┐
                    │  Data entry  │
                    └──────────────┘
                           │
                           ▼
    ┌──────────────┐   ┌──────────────┐   ┌──────────────┐   ┌──────────────┐
    │ Plan-profile-│◄─►│Individual job│◄─►│  Reporting   │──►│  Placement   │◄─
    │ labour market│   │    search    │   │              │──►│  Exclusion   │
    └──────────────┘   └──────────────┘   └──────────────┘   └──────────────┘
            │
            ▼
    ┌──────────────┐   ┌──────────────┐   ┌──────────────┐
    │Co-operation  │◄─►│ Counselling  │──►│Psychological │
    │agree-ment    │   │              │   │   support    │
    └──────────────┘   └──────────────┘   └──────────────┘

    ┌──────────┐  ┌──────────────┐  ┌──────────────────┐  ┌──────────────┐
    │ Training │  │  Subsidised  │  │  Self-employment │  │  Civil pro-  │
    │          │  │  employment  │  │Entrepreneurial   │  │   grammes    │
    │          │  │              │  │     career       │  │              │
    └──────────┘  └──────────────┘  └──────────────────┘  └──────────────┘
```

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NOTE